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ABSTRACT

The 1975 faculty handbook for Marywood College contains guidelines covering the college's administrative organization; rights and responsibilities including the teaching function, appointment procedures, tenure, academic freedom and political activity; and personnel policies. Academic and fiscal information for the college are also outlined. (JMF)

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Marywood College Faculty Manual

HE 007 255

Marywood College
Scranton, Pennsylvania 18509

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
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MARYWOOD COLLEGE
SCRANTON, PENNSYLVANIA 18509

OFFICE OF THE PRESIDENT

July 1, 1975

Dear Colleague,

Marywood College is a great source of pride for the Congregation of the Sisters, Servants of the Immaculate Heart of Mary. Since its founding in 1915 Marywood has grown academically and physically. This growth and success has been the result of the cooperation, loyalty and arduous efforts of many people to whom we are most grateful. Today Marywood depends upon the same dedication as it has during the past six decades.

The success of any project, great or small, depends upon everyone concerned and the great work of education is no exception. The very fiber of education is being questioned. As we approach the eighties we become more aware of the confusion of many educational institutions about their goals and how to achieve them. Continued reflection on the objectives of Marywood and ways to accomplish them has avoided this confusion on our campus. The substance of what made a college "Catholic" in former days is just as compelling, perhaps more so, now as then. Each of us, however, must keep the spirit of that fundamental commitment alive in today's world.

This manual has been prepared to answer questions you may have about policies and practices at Marywood. Your responsibilities, privileges and benefits as a member of the Marywood Community are outlined for your protection as well as for the smooth functioning of the various sectors of the college.

We are grateful to those of you who have been serving us so well and we welcome those of you who are joining us for the first time. A sage has written: "When there is no vision, the people perish." Marywood's strength over the years has been a shared vision. I urge you to help us keep that vision alive.

Sincerely,

Sister M. Coleman Nee, I.H.M.

Sister M. Coleman Nee, I.H.M.
President

MARYWOOD COLLEGE
Scranton, Pennsylvania 18509

ACADEMIC AFFAIRS

July 1, 1975

Dear Colleague,

Being a faculty member at an institution of higher education with as long and eventful a history as that of Marywood College has some very positive assets. Among these is the cumulative wisdom of many years of faculty and administrative committee deliberations which yield guidelines, regulations and policies reflecting Marywood's experience in addressing faculty concerns. The Faculty Manual is the updated record of these decisions.

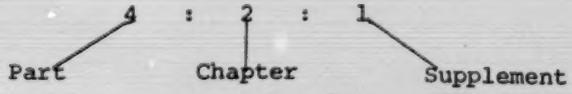
The Faculty Manual is an important document, not only because it relates to your contractual obligations, but because it undergoes continuous revision by virtue of faculty and administrative input and thus become a dynamic organ of communication. The Faculty Manual is important also because it reflects the professional spirit at Marywood and serves an educative function, especially for new faculty members.

I am proud, therefore, and hope you will be too, of this latest revision of our Faculty Manual. To facilitate the placement of new and revised materials we are employing a simple coding system designed particularly to guide the insertion of supplements.

The Manual is in seven parts numbered serially and separated by dividers bearing section titles. Within the six parts containing the main texts the chapters are numbered serially, and thus on the front of each chapter there are two numbers (Example: 4:2), the first, the number of the part, and the second, the number of the chapter.

Supplements are separately identified as such. But each carries its own code number indicating that it is to be inserted in numerical sequence following the chapter to which it applies.

Example: A supplement carrying the code number 4:2:1 is to be inserted as Supplement 1 to Chapter 2 of Part 4. Thus:



From time to time you will receive Part and/or Chapter revisions and perhaps even supplements. Every page will be dated. Simply discard the old page(s), insert the new, and amend the Table of Contents as needed.

I hope you will find the new coding system convenient in keeping your manual up to date.

Sincerely,

Sister M. Michel Keenan, I.H.M.

Sister M. Michel Keenan, I.H.M.
Vice President for Academic Affairs

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Part 1.

The College

HISTORY AND HERALDRY

The story of Marywood reaches back to 1900 for a history of tremendous growth. In that year the Sisters, Servants of the Immaculate Heart of Mary purchased a woodland tract of fifty acres overlooking the city of Scranton. Here they erected a motherhouse and seminary for girls, calling it Mount St. Mary's. Steady growth in the number of Sisters and students made the founding of an institution of higher education the logical step forward.

Plans for a liberal arts college saw fulfillment in September 1915 when Marywood College was formally opened in 1917, the College was incorporated under the laws of the Commonwealth of Pennsylvania and approved to grant three degrees: The Bachelor of Arts, Bachelor of Music, and the Bachelor of Science in Home Economics.

Amendments to the first charter enabled the College to grant the Master of Arts(1922), Bachelor of Science in Education(1922), Bachelor of Science and Master of Science(1928), Bachelor of Science in Library Science(1937).

Marywood was further empowered to train students as school librarians (1929, vocational home economics teachers(1936), guidance counselors(1938), teachers of the mentally retarded(1948), public school psychologists(1942), and to grant graduate certificates in theology(1953).

In 1964 the charter was amended by more comprehensive language which extended the services of the College to "the higher education of youth and adults."

The Graduate School which is coeducational now grants M.A. and M.S. degrees in approximately twelve major areas of concentration. The Graduate School of Social Work, granting the M.S.W. degree, was accredited in January 1972. Approval was also obtained in 1974 to grant the Bachelor of Social Work Degree.(B.S.W.)

The most recent revision of the Bylaws of the College was made in 1968, establishing a new Board of Trustees, to include both religious and lay members, as the governing body of the College, while retaining the ownership with the members of the corporation, namely, the Superior General and the other officers of the Congregation of the Sisters, Servants of the Immaculate Heart of Mary, Scranton, Pennsylvania.

MOTTO

The College has embodied its ideals, which are identical with the goals of true humanism, in the College motto: Sanitas, Scientia, Sanctitas. (Health, Knowledge, Holiness.)

SEAL

The black diamond in the lower center of the seal represents the city of Scranton which is located in the heart of the once thriving anthracite coal district of Pennsylvania. Coal was king in Scranton at the time of Marywood's founding and the gold field surrounding the diamond symbolizes the wealth which the coal industry produced. The diamond is charged with the open book of learning and upon its pages the Greek letters alpha and omega are inscribed. These represent God as the beginning and end of all things and the foundation of a true education.

An image of the Immaculate Heart of Mary, garlanded with roses, pierced by a sword, ensigned by her crown as Queen of Heaven, and tinctured in the gold of eternity is displayed on a forest green background to symbolize in canting form the name of the college. (Canting arms indicated the name of the bearer.) On either side of the Heart are fleurs-de-lis, a symbol of the Blessed Virgin, taken from the seal of the Congregation of the Sisters, Servants of the Immaculate Heart of Mary who founded Marywood College in 1915.

SYMBOL

The symbol of Marywood College strikes a humanistic approach, the essence of which is science and literature fused with philosophy---truth and beauty bound by goodness. In the trunks of the trees (three for the Holy Trinity) we see an expression of constancy and growth. It is by the wood of the Cross-we are reminded of our salvation from which we should build our strength, our character.

TOURMALINE

To the first graduating class, the Class of 1919, goes the credit for introducing the Tourmaline to Marywood. This stone of great beauty is mounted in a gold setting for the college ring and its name is the title of the yearbook.

OBJECTIVES

Marywood College aims to provide an education whose goal is the self-development of a fully human person - one who develops to the degree that response is made to others, to self, to the world of natural and man-made things and to God.

This education is based on the following presuppositions:

- existence of a personal, provident God who initiates human persons in being and loving;
- respect for the persons to be educated in the light of their individuality and their desire to test their own potentialities and values in a free and responsible way;
- realization that the unique contribution of each individual implies interaction with the college, local and world community; that to be fully human is to respond to God, together with other members of the community;
- recognition of challenges in the evolving world of natural and man-made things for persons to achieve properly human ends.

In summary: To be a human being is to be a related being whose fulfillment consists in the authenticity of his relationships with others, self, the world and God.

More specifically, the administration and faculty at Marywood College are dedicated to the free and responsible pursuit, communication and enjoyment of all manner of truth in the arts, sciences, humanities, philosophy and theology. Through these its students learn to analyze and synthesize, to criticize constructively, to appreciate and create, through which they develop a community consciousness which fosters leadership, creativity and social concern and thus live authentically.

The administration and faculty take seriously their challenge to initiate and guide the professional education of the students in a liberal arts setting wherein they formulate realistic goals for themselves. Fully cognizant of the fact that its students are oriented to professional life, the faculty as a whole, with an increased sensitivity to teaching, aims to integrate liberal and professional education and to stimulate an awareness of the role of Christianity in contemporary culture.

In pursuit of these objectives, the College recognizes the prime importance of its faculty. In assembling a body of professional persons,

it calls upon their education, experience, talent and special gift of personality and uniqueness of approach to their subject matter, to coordinate their individual goals with those of the students and with the goals of the College.

In engaging its faculty, the administration of Marywood College aims at building up a Community of scholars through whom a genuine faith in God is witnessed by their untiring pursuit of truth, no matter how discomforting; by their generosity in offering their wisdom for the service of their fellowmen, especially in the alleviation of human misery in its varied forms.

Such a faculty is invited into a more demanding, yet more fulfilling task than classroom teaching and research alone, although these are crucial. Knowing that today's students expect more from their professors than ever before; that they expect more than professional competence, the faculty will give of themselves and of their time in sharing with the students their personal vision of what is worthy of attention and what is to be valued.

With imagination, courage and understanding the faculty will encourage students to grow as individuals into a full and satisfying sense of inter-dependence in community.

In brief, the Marywood College Faculty is dedicated in a spirit of faith to the goals of the College.

Part 2.

Administrative Organization

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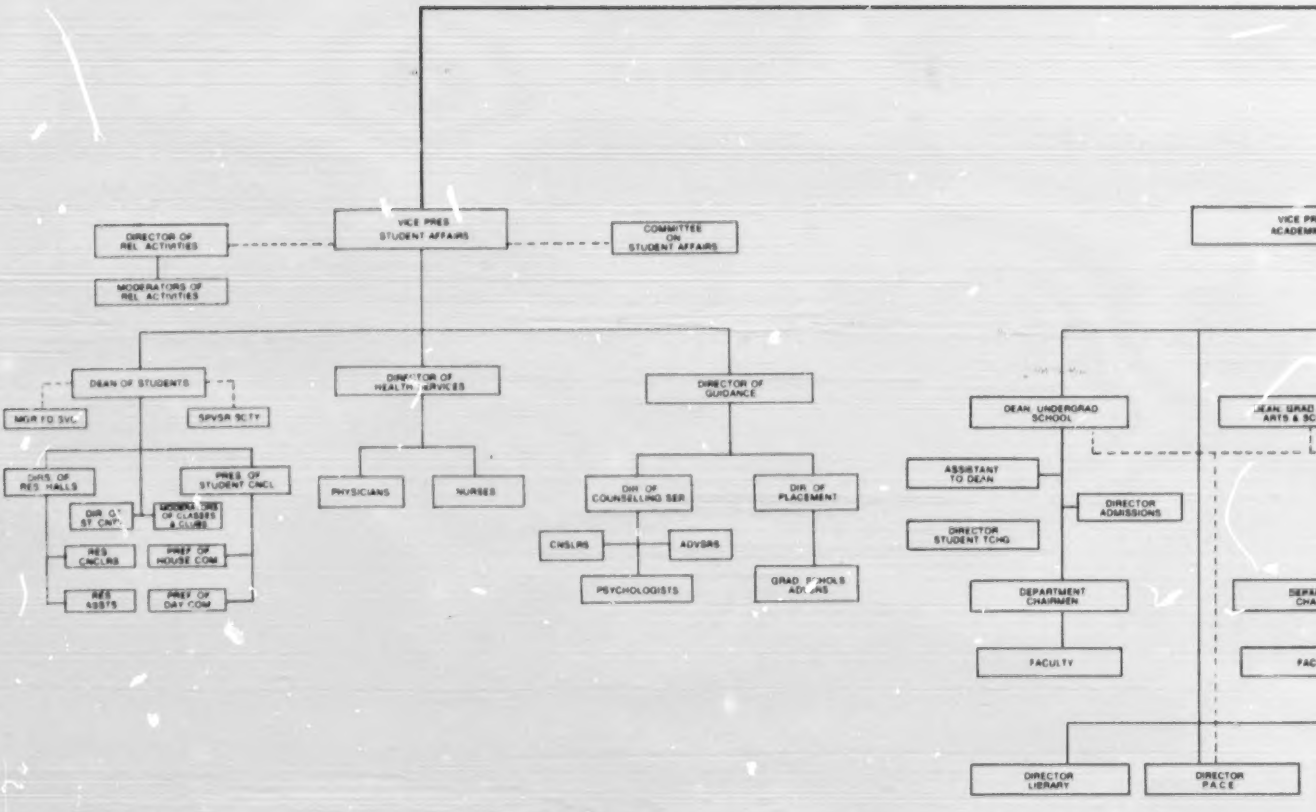
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COMMITTEE ON STUDENT AFFAIRS
MODERATORS OF REL ACTIVITIES
DEAN OF STUDENTS
DIRECTOR OF HEALTH SERVICES
DIRECTOR OF GUIDANCE
MGR TO SVC
SPVSR SCTY
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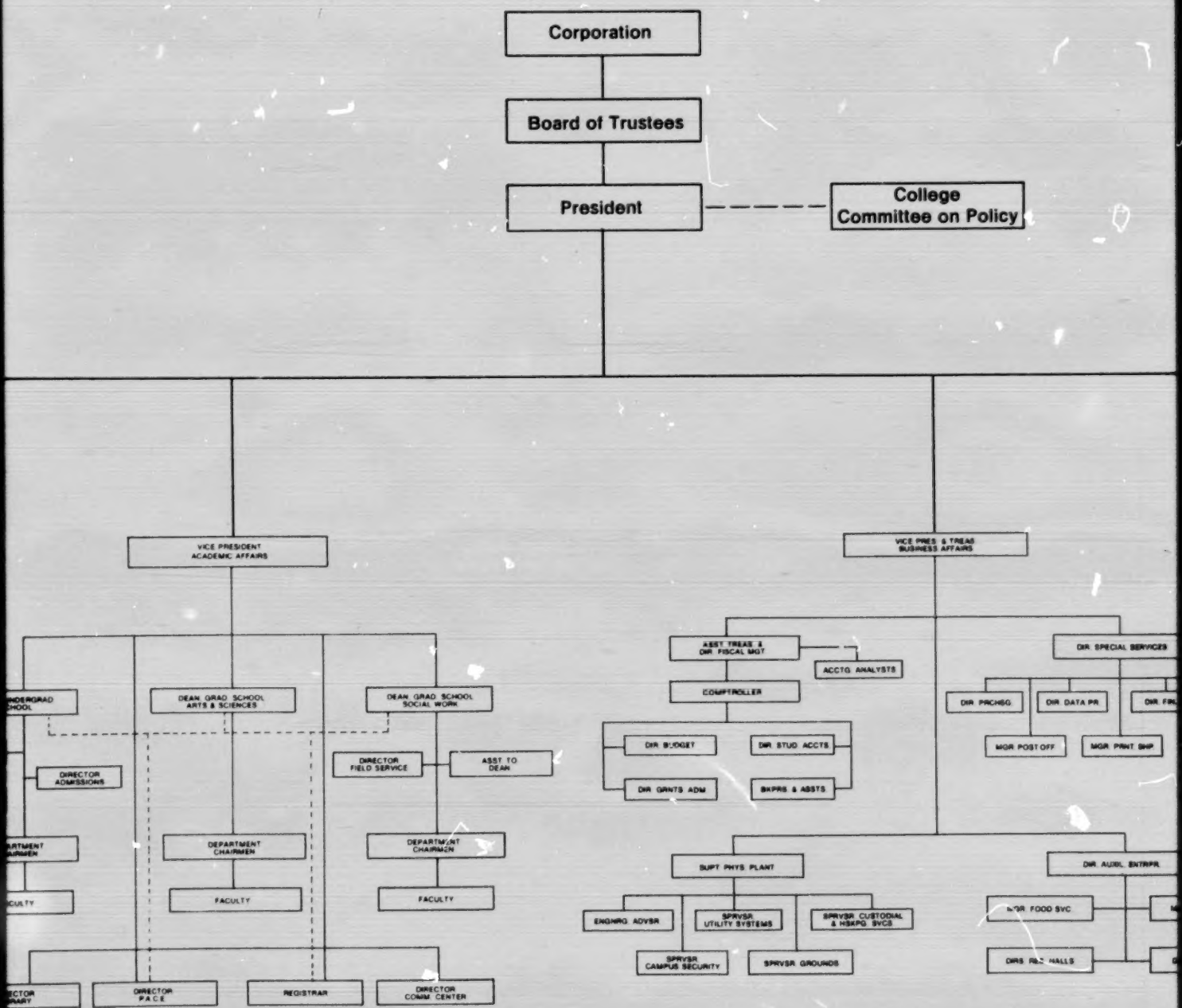
PREF OF DAY COM
PSYCHOLOGISTS
DEAN, UNDERGRAD SCHOOL
ASSISTANT TO DEAN
DIRECTOR ADMISSIONS
DIRECTOR STUDENT TCHG
DEPARTMENT CHAIRMEN
FACULTY
DIRECTOR LIBRARY
DIRECTOR PACE

THE ADMINISTRATIVE ORGANIZATION OF MARYWOOD COLLEGE



ANIZATION

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College
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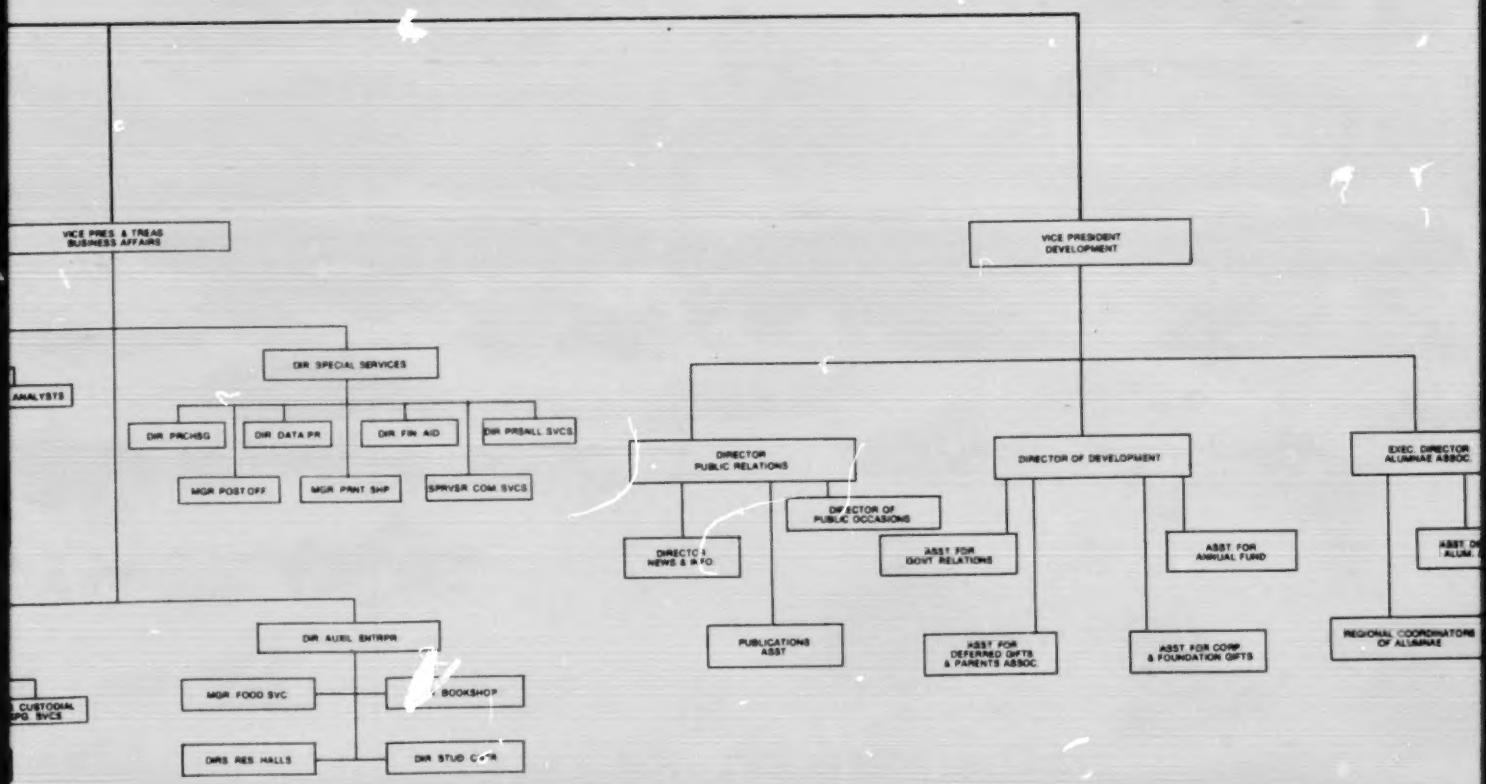

ORGANIZATION AND GOVERNMENT

Marywood College is a non-profit educational institution incorporated under the laws of the Commonwealth of Pennsylvania on June 4, 1917. The corporation was formed for the purpose of establishing, conducting and maintaining a college for the higher education of youth and adults with power to confer degrees in the arts of applied sciences.

The members of the Corporation are the Superior General and the other officers of the Congregation of Sisters, Servants of the Immaculate Heart of Mary, Scranton, Pennsylvania.

The Board of Trustees constitutes the governing body of Marywood College and engages in the policy direction of the College in accord with terms of the Charter. It formulates and determines general policies which are deemed necessary for the administration and development of the College in accord with its stated purposes. It nominates and elects the President. It appoints other officers of the College upon recommendation of the President. It supervises investments of funds and counsels its general financial administration. It authorizes and supervises the construction of new buildings and seeks and approves necessary funds for academic and physical development. Upon recommendation of the President it approves appointment, promotion, and dismissal of faculty members and the awarding of degrees. As the governing body of the institution all actions of the Board are final except in specific instances where such action requires the approval of a majority of the Members of the Corporation.

The Board of Trustees consists of no fewer than ten nor more than thirty members. At all times the membership includes members of the Congregation of Sisters, Servants of the Immaculate Heart of Mary and the alumnae(i) of the College.[1]

The President, who is elected by the Board of Trustees, shall administer the affairs of the College as its chief executive officer. The President is an ex officio member of the Board of Trustees and of all committees of the Board and of the College. Assisting the President are four Vice Presidents who are appointed by the Board of Trustees, upon recommendation of the President: the Vice President for Academic Affairs, the Vice President for Business Affairs, the Vice President for Student Affairs, and the Vice President for Development.[2]

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1. College Bylaws, Art., I-V 7-1-75
2. College Bylaws, Art., VI, VII, VIII, IX, and X.

ACADEMIC AFFAIRS

The Vice President for Academic Affairs is the executive officer responsible to the President for the instructional and research policy and for the administration of the Academic Affairs of the College.

Assisting the Vice President for Academic Affairs are the following administrators who are appointed by the Board of Trustees upon recommendation of the President:
The Deans of the Undergraduate School, the Graduate School of Arts and Sciences, and the School of Social Work; the Registrar; the Director of the Library; and the Director of the Communications Center.

The Deans are responsible for the administration, supervision, effective instructional programming, official scheduling and for policy matters pertaining to their respective schools. In addition, the Deans, after consultation with the Department Chairmen, have the responsibility to recommend to the College Committee on Rank and Tenure members of their respective faculties who qualify for advancement in rank or for tenure.

The Registrar of the College is the custodian of the official academic records of all students and as such preserves the confidential nature thereof. In addition the Registrar is responsible for the registration of all students, the receiving and recording of grades and for providing analytical reports as needed.

The Director of the Library is responsible for the organization, operation and development of the library collection and the library services of the College in a manner consistent with its purpose and objectives.

The Director of the Communications Center is responsible for planning, organizing, and developing the media services of the College. He promotes the integration and use of media in the College Curriculum and activities by providing for the instruction of the faculty and students and by providing leadership in the field of communications.

The Department Chairmen are responsible with the faculty to their respective Deans for the recruitment of faculty, for the quality of the teaching, and for the educational counseling of the students; by intelligent leadership, they provide for the developing of integrated programs of instruction and research with other departments. The Department Chairman is appointed by the President after considering the advisory vote of the faculty of the department and the recommendation of the Academic Dean and the Vice President for Academic Affairs.

The Faculty of the College consists of all instructional personnel engaged in teaching and/or research and all professional librarians. The faculty members are appointed and promoted by the President of the College with the approval of the Board of Trustees.

The Director of Admissions in each of the Schools is responsible to his respective Dean for the recruitment and admission of students.

STANDING COMMITTEES

College Committee on Policy

Membership: Fourteen administrative officers; eighteen elected faculty members, one representative of the administrative staff, and eight students (two graduate and six undergraduate students). Subdivided into Educational and Administrative Policy.

The College Committee on Policy serves as an advisory group to the chief executive officer of the College. Consequently policies formulated by this committee are recommendations to the President and to the Board of Trustees through the President.

The Committee brings the influence of all sectors of the College: executive officers, administrative officers, faculty, staff, and students, to bear on the proposal, the interpretation, and the implementation of the college policies, educational undertakings, and services.

To insure maximum effectiveness the members of this committee, although representing the various college constituencies, should have a total college viewpoint and interest so that any recommendations will contribute to the accomplishment of the objectives of the college.

The committee meets upon the invitation of the President. Should five or more members of the committee deem it necessary to bring some issue to the attention of the total committee, the request should be made to the President. The President determines the appropriateness of matters to be presented to this committee for consideration. A quorum is necessary to conduct a meeting. It shall consist of a simple majority of the total membership.

Procedure for Election of Members

The election of members to the College Committee on Policy is held in September of each year. It is conducted by an ad hoc election committee composed of five members from the College Committee on Policy.

Each elected member serves for a term of three years. He may be reelected for a second term, but not for a third term until at least one year has elapsed.

Faculty representatives are elected by and from the full-time faculty, including librarians.

The administrative staff representative is elected by and from the members of the administrative staff.

Procedures for the election of student representatives are determined by the respective schools.

Members will be elected to the College Committee on Policy by secret ballot. The first ballot will be a nomination from a list of full-time eligible persons. Twice the number of those to be elected will constitute the second ballot.

The required number of members will be elected on the second ballot by a plurality vote. If there is a tie in the number of votes needed for election, a run-off ballot will be taken to break the tie.

The five persons receiving the next highest numbers of votes will be named alternates. Alternates will serve in that capacity only during the year in which they are elected.

An alternate may come into active membership on one of the following occasions:

1. to fill out the term of an elected member who resigns or is removed by serious illness or death.

2. to serve as a substitute for an elected member while he is on a leave of absence or a sabbatical.

The nomination lists will be published alphabetically until the final slate, after which they will be listed according to the number of votes received. The number of votes will not be published but will be available in the secretary's office for anyone's perusal.

College Committee on Rank and Tenure

Membership: Vice President for Academic Affairs, the Appropriate Academic Deans, ex officio, four at-large faculty members and three elected faculty representatives of the three individual schools.

Membership Qualifications and Responsibilities

1. The Vice President for Academic Affairs is an ex officio member. She is present and votes on all business of the committee.

2. The Deans of the three schools are ex officio members. They may be present for the business of all schools, but vote only on matters pertaining to their individual schools.

3. At-large representatives (4):
   a. Two representatives must have the minimum rank of Associate Professor and seven years at Marywood.

b. Two representatives must have a minimum of three years at Marywood.

c. Are present and vote on all business of the Committee.

4. Individual Schools' representatives (3):

a. Are elected by and from the full-time faculty of the individual schools. The full-time faculty and the Chairmen of the Departments in the Graduate School of Arts and Sciences will be included on the eligibility list for that school.

b. Must have a minimum of three years at Marywood.

c. May be present for the business of all schools, but vote only on matters pertaining to their own schools.

New members are elected in MAY of each year.

The term of office for all elected members is two years, with re-election for no more than one consecutive two-year term. Six members will constitute a quorum and a 2/3 vote is needed for adoption of a recommendation.

Alternates will be selected for each elected representative. The three individuals receiving the next highest number of votes will be regarded as alternates in order of their election.

The Committee's function is to review applications for tenure and promotion in accord with the requirements as set down in the Faculty Manual Appendix, p. 49, and (2) those non-reappointment cases which the faculty member considers a violation of his academic freedom, the provisions of his contract, or standards established by the Faculty Manual. In such cases the Committee acts only upon request of the involved faculty member, and scholar, and his continuing value to the College. In all the above cases, the Committee approves or withholds recommendation, and submits the decision in written report to the President.

The Committee also reviews the criteria for tenure and promotion as stated in the Faculty Manual and makes recommendations for change to the College Policy Committee.

Curriculum Committee

Membership: Vice President for Academic Affairs (Chairman), Academic Dean, All Chairmen of Departments, six faculty members appointed by the President for three years and three students elected from the Sophomore, Junior, and Senior classes.

Continuously reviews and evaluates the programs of general education and the programs of concentration; deletes obsolete courses and recommends new contemporary ones; studies grading system; maintains liasion with secondary schools.

Graduate Curriculum Committee

Membership: Chairmen of Graduate Departments or delegated representatives, three student representatives, and two faculty members.

Serves as consultant source on graduate curricula and recommends curricular changes to the College Policy Committee.

Committee on Admissions

Membership: Academic Dean, Assistant Dean, Dean of Students, Director of Admissions (Chairman), Director of Financial Aid, Admissions Counselors, Registrar, and 3 faculty members appointed for three years.

1. makes continuing studies on standards of admission.

2. reviews applications for the purpose of admitting those who show evidence of meeting the academic standards demanded by Marywood College and who show promise of making a satisfactory adjustment to the type of student body enrolled at Marywood.

3. selects for admission a sufficient number of qualified students to allow for proposed enrollments.

Committee on Financial Aid

Membership: Dean, Assistant Dean, Dean of Students, Director of Admissions, Director of Financial Aid (Chairman), Admissions Counselor, Registrar, and three faculty members appointed for three years.

Committee on Grades, Honors and Academic Standing

Membership: Vice President for Academic Affairs, Vice President for Student Affairs, Academic Dean (Chairman), Assistant Dean, Director of Admissions, Registrar, and three faculty members appointed for two years.

Meets in January and May to review semester grades and to make recommendations for honors, probation, and withdrawal of students based on academic performance. Reviews candidates for graduation honors and for membership in national honor societies.

Graduate Study Committee

Membership: Five faculty members appointed by the President for two years.

Serves as source for Woodrow Wilson, Danforth and Fulbright Programs information. Assists students toward admission to graduate school, insofar as they can be stimulated and guided to it. Maintains a file of opportunities for financial aid to graduate schools.

Marywood Graduate Scholarship Committee

Membership: Dean of Graduate School of Arts and Sciences; the Director of Financial Aid; and a full-time Graduate School faculty member.

The scholarships include the Sister M. Cuthbert Scholarship awarded to a graduating senior of Marywood College for attendance in the Graduate School of Arts and Sciences and the Eugene L. Raymond Memorial Scholarship awards to students in the fields of Psych-Education and Psychotherapy.

Committee on the Library

Membership: Director of the Library (Chairman), one member of the Administration, Director of the Communications Center, four faculty members and four students appointed by the President to serve for one year.

The function of the Committee is to act in an advisory capacity in the administration of the library and in the development of its services and facilities.

Communications Center Advisory Board

Membership: This Board, under the direction of John J. Bartosh, Director, will consist of all members of the Marywood faculty and administration who may wish to make suggestions as to possible Media programs, Seminars or workshops.

Students may submit suggestions through their instructors, or through the student representatives.

Cultural Affairs Committee

Membership: Five members of the administration and staff, one representative from each department, and three students from each of the Sophomore, Junior, and Senior classes.

Sets up the annual schedule of lectures and concerts by outside groups, handles all correspondence and arrangements within the budget set aside for this purpose. Brings cultural enrichment to the curricular education of the students .

Teacher Education

Membership: Faculty representatives of each Department appointed by Chairman of Department.

Reviews the program offered in each department for the prospective teachers, so that professional courses are correlated with the program of each area. In addition, periodically reviews the screening process for admissions to teacher education.

Student-teaching Committee

Membership: Supervisors of Student Teaching.

Discusses placements for students, experiences while supervising and recommendations for placements for the following year.

Box Office Committee

Membership: Four faculty members appointed by the President for one year.

Arranges for the hours of staffing of the Box Office of the Fine Arts Theatre prior to major theatre productions.

BUSINESS AFFAIRS

The Vice President for Business Affairs is the executive officer responsible to the President for the direction and administration of the financial affairs of the College, its physical facilities, and related matters. She shall also serve as Treasurer of the College. The Treasurer is assisted by an Assistant Treasurer.

The Business Affairs area consists of four major divisions: Fiscal Management, Physical Plant, Special Services, and Auxiliary Enterprises.

The Fiscal Management Division includes the following operations: Budget control, grants administration, collection of accounts receivable, accounting, reporting, fund control, investment management, payroll, accounts payable, internal control, and audits.

The Physical Plant Division is supervised by the Superintendent of the Physical Plant. He is responsible for the maintenance and operation of the plant in all areas; engineering services, utility systems, general maintenance and repair of buildings and grounds, campus security, and custodial and housekeeping services.

The Special Services Division includes such departments as: Purchasing, Print Shop, Data Processing, Student Financial Aid, Personnel Services, Post Office, and Telephone Services.

Auxiliary Enterprises are services existing outside of the educational and general category, such as: Residence Halls, Food Service Department, and Bookshop.

STANDING COMMITTEE

Budget Committee

Membership: Respective Vice President and Dean, Treasurer, and Director of the Budget.

Reviews the departmental requests for funds in the respective areas prior to their submission to the President and the Board of Trustees for final approval.

DEVELOPMENT

The Vice President for Development is the executive officer responsible to the President for the coordination of all public relations functions and fundraising activities carried on in the name of Marywood College.

The work of the Development office covers four broad areas: public relations, alumnae relations, fundraising, news and information.

Public Relations

The Public Relations function embraces all activities which serve to promote the public image or advance the institution.

College catalogs, department brochures, recruitment pieces, development and general information publications, press and media releases, advertising--in general, all printed college materials for public consumption are cleared through this office.

In striving to facilitate communications on campus as well as off, the Director of Public Relations assists new faculty members in becoming orientated and provides general information for all. He coordinates public functions on campus and serves as the college representative in the civic, regional and state arena.

Alumnae Relations

Maintaining good relations with the alumnae of the college is the primary responsibility of the executive director of the national alumnae association. She does this by frequent and open communication with all members, by servicing the chapters and by working with the president and officers of the association in coordinating all activities sponsored by the national group.

Fundraising

The main fundraising activities which are organized and administered by the Development Office staff are the annual fund, the program in deferred giving, the preparation of proposals for public funds and the foundation grants.

Any special fundraising activity carried on in the name of Marywood College, or any department thereof, must be approved by the Vice President for Development. All gifts and grants made to the College should be reported to the Development Office for purposes of recording and acknowledgment.

News and Information

News releases, public announcements, advertising and general information about Marywood are the responsibility of the Director of News and Information who is the official liaison between the college and the newspapers, radio and TV stations. All items of interest should be reported to the News Director for possible publication.

The Development Office staff includes other persons who serve as assistants in the overall accomplishment of the functions described above.

STUDENT AFFAIRS

The Vice President for Student Affairs is the executive officer responsible to the President for the direction and coordination of student programs of the College. He formulates student personnel policies and supervises the direction of residence halls, the student center, and the health, and guidance programs.

Director of Religious Activities acts in an advisory capacity by coordinating and stimulating religious programs which are vital to the total development of individual students.

Moderators of Religious Activities, in cooperation with the Director of Religious Activities, aim to promote highly satisfying interpersonal working relationships among members, to encourage the efforts of all members and to stimulate interdependence among them so that they may be fully responsive members of a humane society.

The Dean of Students is the administrative officer who assists the Vice President for Student Affairs in the coordination of student activities. She is responsible for the guidance and disciplinary counseling of students. She acts as advisor to the Student Counsel.

1. Class Advisors - Each class has a moderator who helps to coordinate diverse projects and efforts so that members of the class may profit from the effective utilization of all available resources of the College.

2. Club Advisors - The Advisor's role consists of suggesting for students' review, relevant objectives, purposes and program content to supplement the project planned by the members of the club.

Directors of Residence Halls maintain standards of hygiene, safety and behavior in the dormitories, encouraging students to participate in the governance and administration of the residence halls.

1. Residence Hall Counselors cooperate with the Directors of Residence Halls by counseling the students and maintaining established standards of hygiene, safety and behavior in the specific area of the dormitory to which they are assigned. Working with the House Committee, they strive to inculate among the resident students that intangible atmosphere which is the distinctive mark of Christian College sociability.

2. Resident Assistants are graduate students who aid in the governance of the Residence Halls. They must be supportive of the system of government in the Hall and should keep channels of communication open to the elected House Committee members so that a spirit of individual and group morale is maintained. The Resident Assistants will be required to assume desk duty in the Resident Halls or at Nazareth Hall.

3. Hall Prefects shall preside at all meetings of House Committee and conduct all business pertaining to the order and common good of the students in the Residence Halls.

Director of the Student Center shall coordinate and program all activities which take place in the Student Center.

Activities Coordinator arranges the time, place and details of extracurricular activities involving resident and day students. This position may be filled by the Dean of Students.

Director of Guidance provides for professional counseling, testing services, and maintains confidential files on all students.

1. Counselors are members of administration and faculty who possess a thorough knowledge of curriculum and course requirements and are available to give personal advice and counseling.

2. Freshman Advisors inform themselves regarding the circumstances and character of the specific freshmen under their supervision, their manner of life and their college work, their background, interests and ideals. The relation between advisor and student should be regarded as friendly and confidential. Advisors meet their students at regular intervals for the special purpose of discussing with them any current problem and assisting them in the election of courses for the following semester.

3. Foreign Student Advisor counsels the students from countries other than the United States in all matters pertinent to their residence in an American College.

4. Director of Placement gives service and information to students for securing jobs during their college years or upon graduation or severance from the College.

Director of Health Services provides diagnostic identification of health problems and the maintenance of students' physical and mental health through medical services.

STANDING COMMITTEES

Committee on Student Affairs

Membership: Representatives from the Administration, Faculty, Staff and Student Body.

This is an advisory board which reviews recommendations brought to it by any member of the College Community or which are initiated within the Student Affairs Committee itself. Decisions are submitted to the proper channel for final approval.

Judicial Boards

1. Administrative Judicial Board

Membership: The President, Vice President for Student Affairs, Vice President for Academic Affairs, Academic Dean and Dean of Students.

2. Judicial Boards

Membership: Two representatives each from Administration, Faculty and Student Body.

Recommends disciplinary action in all serious matters, especially those involving suspension or dismissal.

Student Council is composed of elected members of the student body and serves as the executive instrument of the Student Body of Marywood College. It is responsible for the formation of such standing committees as are necessary for achieving its purpose.

1. House Committee is composed of a Prefect, Vice-Prefect, two elected members from each floor of the Residence Halls, the Student Council Resident Representatives from each of the four classes, and the President and Vice President of the Student Body; it shall maintain order in the Residence Halls.

2. Day Student Committee is composed of a Prefect, a Vice-Prefect, the Student Council Day Representatives from each class, any day student serving as President of her class, and the President and Vice-President of the Student Council; it shall have power of supervision over activities of the day students.

3. Student Government Club is a campus service organization which is open to the entire student body. It handles projects referred to it by any of the four divisions of the Community Government Association.

Part 3.

Rights and Responsibilities

THE TEACHING FUNCTION

The primary responsibility of the individual faculty member is to the student in the learning situation, whether this is the classroom, the laboratory, or some other medium of inquiry. The function of the faculty member in this situation is to stimulate a sense of wonder about and an inquiry into the phenomena under study. We should view his role, not so much as being a communicator of information, as one who attempts to bring insight to the inquiring mind. This, of course, presupposes that the faculty member himself is a developing student in his own area. He has reached a certain level of achievement which entitles him to guide beginning minds in his own area; however, he is also attempting to gain further knowledge of developments in his area, along with a growing appreciation of their relationship to practical social circumstances. The teacher is, above all, a student leading other students. An attitude of openness should prevail in the departments so that new ideas of all faculty may serve as a stimulus for improvement.

So that the objective of the College may be fulfilled and so that the individual faculty member may achieve a successful career at Marywood College, the following responsibilities as a teacher are delineated:

Members of the Faculty are expected to respect the philosophy of the College and to observe the professional standards and procedures as set forth in this manual.

A teacher should possess the ability: to communicate effectively, to present original interpretations, to excite interest of, and evoke response to students, to broaden the students' outlook, to provide leadership and to recognize each student as a human being with rights and dignity.

A teacher is expected to engage in continued study, to progress toward advanced degrees, to maintain active interest in activities of learned and professional groups, to provide evidence of his standing among his colleagues by delivering papers at professional meetings, or holding office in professional societies, and to provide consultation of high professional character to persons engaged in business, industry, and government. Additionally, he is expected to contribute towards the improvement of the College and its campus life and to serve on committees.

The teacher should possess a developing knowledge in his field so that he can communicate his own curiosity and methods of inquiry to his students.

In order to stimulate himself in his field, the teacher should belong to professional societies which encourage further development. His research should be a part of his teaching. Whenever possible, he should publish whatever part of his research which he feels will be of value to his profession.

With regard to the construction and revision of the curriculum the teacher should develop a skill in selecting content which is appropriate to the area under study. More importantly, he should order this content into integrated courses which are presented with a sequence relevant to the student's readiness and capacity to learn. As a guide and stimulus to the student, he should help in the compilation of bibliographies and recommend to the Learning Resources Center books, serials and non-print media for acquisition. Finally, the teacher should aim to involve the student in the activities and questions of his area, and not simply the facts.

The teacher should develop assignments in his field which pique the student's curiosity and stimulate his desire to investigate or to do for himself. For judging the student's effort, one should develop a skill in constructing appropriate testing procedures which are used with integrity.

The teacher's attitude toward his students should be one of respect for the intelligence which they manifest. As a sign of his readiness to support and promote student efforts to learn and do, he should be reasonably available for consultation.

APPLICATION PROCEDURES, APPOINTMENT, AND RANK

Application Procedures

1. An applicant for a teaching position at Marywood must file a formal application, available from the Deans' and Department Chairmen's Offices. (Appendix)

2. A personal interview will be required of all new applicants, if feasible.

3. Application, transcripts, certification, letters of reference, and statements of experience are to be deposited with the Dean of the School applied to and will constitute a part of the permanent file of the appointee.

4. Before being appointed to a teaching position in the College, an applicant may be required to demonstrate his teaching ability in a classroom situation.

New Teachers

1. The amount of guidance given to new teachers depends upon previous years of teaching experience and the policy of the schools in which they are serving.

2. Advice and direction are provided by the Academic Dean of the Schools to which new teachers are appointed and by the Department Chairman on use of course outlines, preparation of bibliographies, library holdings, written assignments, audio and visual aids, periodic examinations, and classroom procedures.

3. An orientation program for all new teachers is sponsored by the Academic Dean. Its purpose is to familiarize them with the College and its academic procedures.

4. Probation is a period of service in which a faculty member has an opportunity to prove his worth and effectiveness to the institution before he is given either elevation to the rank or promotion in the rank. The institution has a right to assume not only that a prospective faculty member is competent in his field and a good teacher, but also that he will adjust satisfactorily to the particular situation existing on campus.

Appointment

Members of the Faculty are appointed by the President of the College, with the approval of the Board of Trustees. Prospective faculty members are interviewed and recommended by the chairman and faculty of the department in which a vacancy exists.

The formal offer of employment made by the Academic Vice President to a prospective faculty member contains the conditions of continued employment and promotion as described during the interview process and as outlined in the Faculty Manual. The signing of the contract will attest the candidate's acceptance of these terms.

At the end of each academic year the department chairperson will conduct an evaluation of those faculty members serving on annual contracts in order to determine what progress has been made in meeting the conditions of employment originally stipulated. The faculty member will be expected to submit a self-evaluation analysis to aid the department chairperson. Such data as relate to annual evaluation will become a part of the faculty member's permanent file.

Recruitment of new faculty follows procedures which are in accord with the affirmative action plan of the college and equal opportunities legislation.

Rank

Full-time faculty members are those who by contract are committed primarily to the College, and are generally available to the College for assignment at all times during the regular school hours.

Those officers of instruction who by reason of their qualifications have been appointed to one of the four full-time Academic Positions (which in ascending order are Instructor, Assistant Professor, Associate Professor and Professor) constitute the Faculty of the College.

Part-time faculty members are those who ordinarily teach less than twelve hours per semester and are not usually otherwise employed in the affairs of the College. They receive formal appointments on a semester basis, provided enrollment justifies it at registration time.

The title of lecturer is used to designate all part-time faculty members. Lecturers shall be required to hold at least a Master's degree or its equivalent and to show evidence of general scholarship and teaching ability. They shall be appointed on a semester basis.

A graduate assistant is appointed for one academic year. His duties are determined by the Dean and the Department Chairman.

A teaching fellow is a temporary member of the faculty, appointed for not more than two one-year periods, to assist the regular members of the faculty in conduct of classes. He is offered no expectations of permanent employment.

REAPPOINTMENT AND PROMOTION

Since the granting of elevation in rank is a matter given the most careful consideration by the College Committee on Rank and Tenure in recommending candidates for promotion, it is of the utmost importance that all faculty members familiarize themselves fully with the standards in effect for such promotions before submitting their own cases for consideration. To forestall the unnecessary and inevitable disappointment experienced by a faculty member who applies for an elevation in rank unmindful of the fact that he has not fulfilled adequately the requirements for the desired promotion, the following clarifications of Marywood's promotion-procedures has been formulated. It is hoped that its substance will be studied carefully and applied rigidly both by the individual applying for an elevation in rank and by his Department Chairman, on whose recommendation the application is forwarded to the Committee. If such preliminary screening is meticulously performed, the dismissal of applications on mere technical grounds will be eliminated entirely, and the Committee can devote all its energies to weighing the merits of each legitimate case, to granting recommendations whenever objectively possible, and--when such positive action is not possible--to supplying the applicant not only with a specific written statement of the reasons for refusal, but with equally specific and positive guidelines for remedying the deficiencies that have precipitated the denial of immediate elevation in rank.

The most important point to be remembered is that the attainment of each successive elevation in rank must be the result of an increase in, rather than merely a continuance of, an individual's value to the College. Thus, while the person who rises from Instructor to Assistant Professor on the basis of three years of teaching plus fifteen post-Master's credits must complete his doctoral degree before applying for an Associate Professorship, the person who attains the Assistant Professorship with a doctorate and three years of teaching need not offer any further formal academic study, but must, (as indicated in the manual) "show definite evidence of permanent value to the College through the publication of scholarly papers and publications, or the performance of equally important services," in addition to completing the four-year time requirement. In other words, no one can expect to be granted a new promotion on the same merits that justified his previous one. Similarly, a promotion to full Professorship, which is the highest rank that the College can grant a faculty member, cannot be expected automatically by a newly-appointed Associate Professor four years later unless he has added substantially to the accomplishments that qualified him for the Associate Professorship. It must also be noted that, in these latter two ranks, which represent the highest levels of professionalism, value to the College is reasonably measured more in terms of accomplishment within the individual's academic discipline--that is, publication, oral presentation of papers at conferences, active research--rather than in terms of civic involvements, although they also add to the overall merits of any case.

In sum, then, promotion depends on blending of two principal factors: cumulative time and cumulative accomplishment. Just as an accumulation of years of service at a fixed level of performance cannot be a valid reason for successive promotion, neither can an unusual level of accomplishment unaccompanied by the requisite years of service to the College result in a premature promotion. Thus, each elevation in rank must be earned by the precise fulfillment of the specified requirements for the rank, with each succeeding rank's requirements more demanding than the one before. Therefore, in applying for promotion beyond the Assistant Professorship, it is incumbent upon the faculty to indicate clearly how, other than in terms of time, he feels he is of more value to the College personally (that is, in contributions to Marywood's functioning) and professionally (that is, in off-campus recognition of his own field), than he was at the granting of his last promotion.

All requests for promotion and in tenure should be forwarded to the College Committee on Rank and Tenure by December 1 and be reviewed by it by January 15.

The faculty member should initiate promotion and/or tenure procedure using the form in the Appendix forwarding it to his Department Chairman who, in turn, submits it with his recommendation to the Dean of the respective school with his certification that all prerequisites for promotion and/or tenure have been fulfilled.

The Committee on Rank and Tenure, (Standing Committees, Part 2:3) on receipt of the recommendations from the Deans of the respective schools, is charged with the grave responsibility of approving or withholding final recommendation to the President of the College.

Final approval of all promotions is granted by the Board of Trustees.

Instructor

An Instructor is a full-time faculty member who possesses:

1. A Master's degree as a minimum educational requirement.
2. Demonstrated or presumptive teaching ability.
3. Potential to progress toward the Assistant Professorship according to the ordinary norms.
4. Those qualities of character, personality, and professionalism which are expected of a teacher and director of students as exemplified by the statements in "The Teaching Function" (Part 3:1)

He shall be appointed annually.

Assistant Professor

For appointment to the rank of Assistant Professor, an incoming experienced teacher must have maintained the rank of assistant professor at the institution of higher learning where he previously taught, or qualify according to the criteria below for elevation to the rank of assistant professor. Obviously, the requirement of one year's full-time teaching at Marywood College would not apply in cases of initial appointments.

1. For elevation to the rank of Assistant Professor, a faculty member must provide evidence that he has

   a. attained the doctoral degree;
   b. completed a minimum of two years of valuable educational qualifications, such as laboratory, counseling or clinical experience, teaching experience at or below the college level which would enhance his college performance, or work or service experience in his specialty area. (At least one year of full-time teaching must be completed at Marywood.)

2. For elevation to the rank of Assistant Professor, a faculty member not holding the doctoral degree must provide evidence that he has

   a. Completed a minimum of 15 semester hours of graduate study beyond the Master's degree in areas which have been approved by one's department chairperson and Dean.

   b. Served as full-time college instructor of demonstrated teaching ability for a total of three academic years, including at least one academic year at Marywood College. (Graduate fellowship teaching and summer school do not satisfy the full-time teaching requirement.) Actual holding of the rank of Instructor is necessary.

   or

   completed a minimum of three years of valuable educational qualifications, such as laboratory, counseling or clinical experience, quality teaching experience at or below the college level which would enhance his college performance or work or service experience in his specialty area. (At least one year of full-time teaching must be completed at Marywood.)

3. For elevation to the rank of Assistant Professor in the School of Social Work, a faculty member must provide evidence that he has

   a. Obtained the Master's degree from an accredited school of social work. This degree requires no less than 56 semester hours of graduate work.

   b. completed a minimum of three years of increasingly responsible professional practice including not only direct service to clients, but also professional capacity and competency in such activities as supervision, consultation, administration, field instruction, research, in-service professional training. (At least one year of professional practice must be completed at Marywood.)

A candidate for elevation to the rank of Assistant Professor shall be recommended by the Department Chairman to the Dean of the respective school, who in turn, recommends him to the College Committee on Rank and Tenure.

Associate Professor

For appointment to the rank of Associate Professor, an incoming teacher must have held that rank at one's previous institution or have attained the requirements listed below for promotion. In the latter case, the College reserves the right to observe the candidate's adjustment to Marywood and advise him to apply for the new rank no later than December 1 of his first year of teaching at the school.

For promotion to the rank of Associate Professor, a faculty member must:

1. have fulfilled all requirements for the rank of Assistant Professor.

2. have completed a minimum of three additional years of satisfactory full-time teaching beyond the time of one's promotion to Assistant Professor. A candidate may thus apply up to December 1 of the third year of his Assistant Professorship provided that he has completed five years of full-time college teaching. (Full-time teaching includes only those complete academic years spent as college instructor or higher. Summer school and graduate fellowship teaching, etc., do not fulfill the requirement.)

3. have earned a doctoral degree or, in rare cases, present evidence of its equivalency.

4. have given evidence of continued professional growth and permanent value to the College by demonstrating outstanding teaching ability as characterized by the qualities described in "The Teaching Function" (Part 3:1) and as attested to by the evaluation procedures of the College. In addition, evidence must be provided of professional activity in at least three of the four following areas:

   a. Publication in his academic field (e.g., articles in professional journals; collaboration on textbook publication; production of instructional materials; editorships of scholarly journals, etc.)

   b. Public-speaking activities in his academic field (e.g., addresses at regional, state, or national professional conventions; participation in professional workshops, on or off campus; the holding of leadership positions in professional organizations, etc.)

   c. Writing, speaking or leadership in peripheral areas which demonstrate the creative potential of the academic mind (e.g. non-scholarly publication, informal lecturing, activity in civic affairs, etc.)

   d. Significant involvement in student-oriented campus projects (e.g., moderating clubs, directing publications, counseling students, taking part in student sponsored events, innovating new and creative outlets for out-of-class student participation, etc.)

   and

   Significant involvement in and contributions to the progressive functioning of his Department, through the efficient completion of assigned tasks, willingness to develop new courses, and the sharing of new ideas for the Department's future.

   and

   Creative contributions to the general running of the college via active participation and initiative on committees whose functions are essential to the College's effective operations beyond the classroom.

Full Professor

For appointment to the rank of Full Professor, an incoming teacher must have held that rank at his previous institution or have attained the requirements listed below for promotion. In the latter case, the College reserves the right to observe the candidate's adjustment to Marywood by directing him to apply for the new rank no later than December 1 of his first year of teaching at the school.

For promotion to the rank of full professor, a faculty member must

1. have fulfilled all requirements for the rank of Associate Professor.

2. have completed a minimum of four years of additional full-time teaching (see definition of "full-time teaching" under point two of Associate Professorship) at Marywood beyond the time of his promotion to Associate Professor.

3. have attained a doctoral degree.

4. have presented evidence of accomplishment in each of the areas detailed under point four of the Associate Professorship rank. This evidence must reveal cumulative progress beyond the achievements submitted for promotion to the Associate Professorship.

It is recognized that each of these criteria will be met by each candidate in varying degrees.

TENURE

Tenure is a term designating guaranteed continuous appointment to full-time faculty members until retirement age, according to the item on Retirement in Part 4:3 of this manual. It implies a mutual commitment on the part of the faculty member and the College and cannot be taken lightly. The commitment of a faculty member who requests tenure is as deep and binding upon faculty as it is on the College, just as the conferring of tenure by the College recognizes the competence of an individual faculty member. The active conduct of submitting to the College an application for tenure suggests a strong acceptance by that individual of the educational and moral character of the College. The request represents a commitment to work jointly with faculty, students, and administration for the growth and welfare of the College. It is a commitment to devote one's energies to continued personal development and continued high levels of achievement as a member of the Marywood academic community. It is a definite assertion of career goals. Tenure can only be withdrawn by the College for severe and unusual reasons; it is expected that faculty will not lightly withdraw from this relationship.

Beginning with appointment at Marywood to the rank of full-time Instructor or a higher rank, the probationary period shall not exceed seven years, with application for tenure usually being made in the sixth year. Prior service at other institutions or in related fields will not automatically be credited toward a fulfillment of the probationary period.

Once tenure is granted, it will be discontinued only for grave reason which may include moral turpitude; lack of professional competency as demonstrated in instruction and/or research; reorganization of department and/or curriculum resulting in lack of need; severe financial exigencies of the College, or flagrant abuse of academic freedom.

A candidate for tenure must make formal application to the Department Chairperson and to the appropriate Dean in the sixth year of the probationary period using the suitable form in the appendix and fully documenting one's fulfillment of the criteria stated below. The candidate has the option of sending copies of the application together with documentation to the Committee on Rank and Tenure. In making recommendations for tenure, the Chairperson should be vigilant that the faculty includes not only an adequate number holding doctoral degrees, but also members whose degrees have been earned at a number of different instutions of higher education.

Basic Requirements

1. Possession, at the time of one's application for tenure, of an expertise needed by one's department or a related department in order to achieve the future goals of the department;

2. Demonstrated ability in teaching, as judged by student and peer evaluation;

3. Service to students extending beyond the teaching function to student advisement and direction;

4. Completion of all formal educational requirements in one's professional field or in interdisciplinary fields, where the needs of the department and the College require it;

5. Demonstrated capacity to relate positively with students and professional peers;

6. Willingness and capacity to participate effectively in the academic, cultural, administrative, and student affairs of the College.

Additionally, Evidence of At Least Four of The Following

1. Membership and involvement in the activities of professional societies;

2. Contribution to departmental relevance by evidence of willingness to develop new courses and to teach a diversity of courses during the probationary period;

3. Involvement in research and publication;

4. Participation in civic affairs and public service;

5. Continuing professional initiative and responsibility.

Religious

Recognizing that the Sisters' commitment to the College is secondary to that made to their congregations, tenure per se is not granted to the religious faculty at Marywood College. However, in order to insure the right of the individual religious faculty member to the privileges accompanying tenure at Marywood College, existing tenure criteria will be the basis for decisions concerning continuous appointment.

The Sisters who have been on the faculty at Marywood College for more than seven years (as of 1975) are granted status equivalent to the tenured faculty, in accordance with past practice.

ACADEMIC FREEDOM, POLITICAL ACTIVITY

Academic Freedom

A teacher is entitled to full freedom in research and in the publication of results. Research for monetary return should be cleared with the President. The teacher is entitled to freedom in the classroom in discussing his subject, but he should avoid introducing controversial matter unrelated to this subject. He may not teach matter which opposes the philosophy of the College. As a citizen, as a member of a learned profession and as a representative of the College, the teacher occupies a unique position in a community and is expected to adhere to behavior commensurate with his status. When addressing public audiences, he should clearly set forth his position on the occasion that he is or is not speaking as a spokesman for the College.

Political Activity

1. The faculty member is a citizen and, like other citizens, should be free to engage in political activities so far as he is able to do so consistently with his obligation as a teacher and scholar.

2. Many kinds of political activity (e.g., holding part-time office in a political party; seeking election to any office under any circumstances that do not require extensive campaigning; or serving by appointment or election in a part-time political office) are consistent with effective service as a member of the faculty. Other kinds of political activity (e.g., intensive campaigning for elective office, serving in a state legislature, or serving a limited term in a full-time position) may require that the teacher seek a leave of absence from the College.

3. In recognition of the legitimacy and social importance of political activity by faculty members, the College provides institutional arrangements to permit it, similar to those applicable to other public or private extra-mural service. Such arrangements may include the reduction of the faculty member's workload or a leave of absence for the duration of the election campaign or a term of office, accompanied by equitable adjustment of compensation when necessary.

4. A faculty member seeking leave should recognize that he has a primary obligation to the College and to his growth as an educator and scholar; he should be mindful of the problem which a leave of absence can create for the administration, his colleagues, and his students, and he should not abuse the privilege by too frequent or too late application or

or too extended a leave. If adjustments in his favor are made, such as a reduction of workload, he should expect these to be limited to a reasonable period.

5. A leave of absence incident to the political activity comes under the institutional normal rules and regulations for leaves of absence. Such a leave does not affect unfavorably the tenure status of a faculty member except that time spent on such a leave from academic duties does not count as probationary service.

Part 4.

Personnel Policies

COMPENSATION

Marywood College is an Equal Opportunity Employer

Salary Schedules

Salary schedules for full-time and part-time faculty indicating minimum and maximum amounts for each rank are approved annually by the Financial Affairs Committee of the Board of Trustees. Copies are available in the offices of the respective deans.

Placement within the salary range is determined by such factors as educational preparation, teaching experience, outstanding achievement, and scarcity of personnel in the field.

Salaries of part-time faculty members, and full-time faculty members who teach more than the assigned number of hours, are based on a rate per credit hour.

Contracts

The contract is the official AGREEMENT form issued to faculty members at the time of appointment or reappointment. As a statement of conditions and obligations mutually agreed to by both parties, it serves two purposes:

1. It serves as a binding contract covering a specific period of time.

2. It serves to renew, adjust and alter the terms of the original contract regarding appointment, rank, tenure, salary, fringe benefits, etc.

The original AGREEMENT and APPOINTMENT is retained by the faculty member and copies are on file in the offices of the President, respective deans, and Personnel Services. (Appendix)

Payment

Salaries of full-time faculty members are paid on a twelve month basis, covering the fiscal year - July 1 to June 30. Checks are available at the Treasurer's Office on the last school day of each month. Special arrangements may be made for mailing checks during the summer. A new faculty member who commences service in September will receive his or her first check at the end of September. This will cover the first three installments of the contract amount.

Salaries of Lecturers are paid at the completion of the course.

BENEFITS

Vacation and Holidays

Full-time faculty on a nine-month contract, from September 1 to May 31, observe the vacation periods and holidays in accordance with the school calendar which is prepared annually and distributed to all members of the faculty. Full-time faculty on a twelve-month contract, from July 1 to June 30, receive four weeks summer vacation annually, plus one week vacation at Christmas and Easter.

Hospitalization

The hospitalization plan offered by the College for full-time members of the faculty is through Blue Cross of Northeastern Pennsylvania. The coverage provided is as follows:

1. Blue Cross - "All Service Comprehensive"
2. Blue Shield - "Plan B"
3. Major Medical - coverage in conjunction with Blue Cross and Blue Shield.

As per our agreement with Blue Cross of Northeastern Pennsylvania, new faculty members must file applications during the first sixty days after commencement of employment. The College assumes the full cost of this benefit for the faculty member and his family. Faculty members who forego this benefit must sign a waiver card. No compensation is offered in lieu of the waiver and the benefit cannot be added at some later time. (Brochures describing hospitalization coverage in detail are available at the Personnel Office.

Workmen's Compensation

The College carries Workmen's Compensation Insurance on all full-time and part-time lay faculty members as required by State Law. This law provides that personnel will receive compensation for time lost and payment for medical expenses of accidents or illnesses arising out of or in the course of their work. However, in order to be compensated for time lost it must be in excess of one week. Workmen's Compensation is a State-administered function and there is no cost to the faculty member for this coverage. The total premium is paid by the College, but all payments of benefits are governed by the Workmen's Compensation Laws of Pennsylvania.

It is important that accidents be reported immediately to the Personnel Office. This report establishes the claim under Workmen's Compensation Insurance and assures the person of a prompt settlement of the claim. Upon immediate medical attention the proper forms are prepared and a claim is submitted as soon as possible so that it will receive full

consideration. This compensation is given in lieu of salary during time of disability.

Social Security

This is a system of retirement and medical insurance in which all eligible faculty are required to participate by the Federal Insurance Contributions Act (FICA). The premium is in the form of a tax rate one-half of which is paid by the College and the other half by the faculty member through payroll deduction. Religious and clergy are not eligible under the Act.

Retirement Insurance (TIAA-CREF)

Permanent, full-time faculty members are eligible immediately upon employment. The retirement plan with Teachers Insurance and Annuity Association provides for a monthly income upon retirement. The total premium amounts to 10% of the basic salary. The College pays 5% and the faculty member pays 5% through payroll deduction.

The plan is in conformity with the Employee Retirement Security Act of 1974.

Participants may subscribe to the tax-deferred plan if they so desire. Applications may be made at least one month prior to January 1 of any year. Brochures describing this benefit may be procured at the Personnel Office.

Total Disability Insurance (TIAA-CREF)

After one full year of service a full-time faculty member is eligible to be enrolled in the College's total disability insurance plan which provides for payment by the insurance company of a portion of the individual's monthly salary in case of tatal disability. The College pays the entire premium for this insurance. The term "total disability" will mean, during the first 30 months of such total disability, the complete inability of the person, by reason of sickness or bodily injury, to engage in any occupation for which he is reasonably fitted by education, training, or experience. Brochures describing this benefit in detail may be procured at the Personnel Office.

Tuition Remission

All current, full-time faculty members are eligible for this benefit which applies to courses taken at Marywood College only.

Faculty may personally receive 100% tuition remission for graduate or undergraduate courses (exclusive of fees) immediately upon commencing service to the College. Courses must not interfere with one's teaching schedule.

The benefit may be applied to a faculty member's spouse as well. Remission of tuition charges (exclusive of fees) is determined by length of full-time service to the College. (An allowance of $1,200. is granted for every complete year of full-time service.) Eligibility commences after one completed year of such service.

Remission of undergraduate tuition charges (exclusive of fees) may be applied to dependent children according to length of service as mentioned above. In all cases this benefit will apply to the extent that tuition is not subsidized from another financial aid service. Matriculating, full-time students must apply for other aid through the College's Financial Aid Office or other agency by the appropriate due dates. Sisters of I.H.M., in consideration of their contributed services as current, full-time faculty members, are eligible for the same benefit for their first-generation nieces and nephews under 21 as others receive for their children.

When a cooperative program exists with another institution the benefit extends only to the tuition income charged as Marywood's share.

The benefit ceases immediately upon termination of service and no unused benefit allowances may be applied.

Applications for this benefit are available in the Personnel Office.

Sick Leave

In case of absence by illness, injury, or pregnancy the faculty member's monthly salary will continue for two months. Thereafter, upon presentation of a physician's statement verifying total disability the College will pay 65% of the monthly salary up to and including the sixth consecutive month. Benefits will be continued accordingly for the same period. If the disability extends beyone six months the faculty member may apply for benefits under the terms of the Total Disability Insurance Plan.

Notification of pregnancy leave should be given to the department chairman in sufficient time to obtain a teaching replacement.

In cases where absences are caused by injury covered by workmen's Compensation Insurance this policy does not apply.

Sabbatical Leave

After seven consecutive years of full-time service to Marywood College a faculty member may apply through the Department Chairman to the President for a sabbatical leave for study purposes. The leave allows one full year at half salary or one-half year at full salary.

Application must be made by December 1 of the academic year prior to the sabbatical leave, and a plan for the use of the leave must be presented to the President.

The needs of a department and the College will condition the granting of sabbatical leave. Ordinarily, however, the sabbatical may be taken at any time after seven consecutive years of full-time service and the process is cumulative. Thus, a teacher with 14 consecutive years of service may apply for an entire year at full salary, and a teacher who takes his leave after ten consecutive years of service will, when he returns, already have four years counted toward his next sabbatical. A teacher who takes a sabbatical leave has an obligation to return to the College for at least a year immediately following the leave. He is also expected to file with the Dean a written report of the manner in which his leave was spent.

Early Sabbatical Leave

A faculty member may apply for early sabbatical leave upon completion of three years of full-time service to the College. The second sabbatical may be taken after 14 consecutive years of service. A teacher who takes an early sabbatical leave has an obligation to return to the College for at least four years immediately following the leave or will be obliged to repay the amount received from the College during the sabbatical year.

The College reserves the right to cancel or alter the sabbatical at any time for financial reasons.

Leave of Absence

Leaves of absence are granted when possible to faculty members who are not eligible for a sabbatical but who wish to spend a year in study or research. Such leaves must be requested in writing and well in advance of contract time. While not salaried, such teachers are still covered by the College hospitalization and disability insurance programs, are considered members of the College in absence, and are allowed to count their years of absence as an in-service year at Marywood. Faculty members may continue their retirement premiums at their own expense if they so desire.

Salary Advances

Full-time faculty members may receive advances on contracted salary for the purpose of paying tuition at other institutions in the pursuit of a higher degree. Because the College must use current operating funds for this purpose, the amount:

1. may not exceed 15% of the salary under contract in any one year;

2. must be repaid within one year by arrangement through payroll deduction;

3. is made payable directly to the educational institution where the individual is enrolled.

The faculty member should present to the Treasurer a statement from the Vice President for Academic Affairs indicating that such an arrangement is approved.

TERMINATION OF SERVICE

Retirement

Members of the faculty shall retire at the end of the academic year in which they attain 65, herein called the normal retirement age. By special vote of the Board of Trustees, extension of service beyond the normal retirement age may be made for definite periods not to exceed one year each, but no such extension shall postpone retirement beyond the end of the academic year in which 70 is attained.

Resignation

1. It is desirable that, when feasible, the faculty member who has been approached with regard to another position inform the appropriate officers of his institution when such negotiations are in progress. The conclusion of a binding agreement for the faculty member to accept appointment elsewhere should always be followed by prompt notice to his institution.

2. A faculty member should not resign in order to accept other employment as of the end of the academic year, later than March 1. It is recognized that emergencies will occur. In such an emergency the faculty member may ask the appropriate officials of his institution to waive this requirement; but he should conform to their decision.

3. Except by agreement with his institution, a faculty member should not leave or be solicited to leave his position during the academic year for which he holds an appointment. It is the teacher's responsibility as well as that of the College, to fulfill the conditions of the contract. A professional person who withdraws from his contract for his own advantage or convenience, without serious reasons, is clearly unethical. Such conduct is unfair to the administration, and to the College as a whole.

Late Resignation

The case of a faculty member who submits a late resignation (after March 1) will be taken before the Faculty Personnel Committee for consideration. A statement regarding the acceptance or rejection of the resignation (on the basis of unethical behavior) will be sent to the faculty member and a copy retained in his personnel file in the Dean's office.

Non-Reappointment

Non-reappointment of faculty members is the right of the administration as long as no violation of tenure policies, of contractual agreements, or of the policies stated in this Faculty Manual occurs. The standards for notice of non-reappointment are:

1. Not later than March 1 of the first academic year of service, if the appointment expires at the end of that year; if a one-year appointment terminates during an academic year, at least three months in advance of its termination.

2. Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.

3. At least twelve months before the expiration of an appointment after two or more years in the institution.

Dismissal

The procedure outlined by the AAUP (Appendix) will be followed in cases of dismissal

FACILITIES AND SERVICES

Learning Resources Center

The Library strives to serve the needs of the administration, the Faculty and the students. Recommendations are solicited for both books and periodicals for purchase, whether new, old, or out of print. The faculty enjoy the normal borrowing privileges, except that length of loan is not limited to the usual period. If there is a request for a specific book, however, that is held by a faculty member, prompt return is expected.

An accounting of books held by faculty members is offered at the end of each semester.

To assure both effective and efficient service to the faculty and students, it is essential that faculty members confer with the librarian when planning to introduce new courses, before issuing reading lists, and when making assignments of limited readings for large groups, or whenever extensive library use can be anticipated. Books are placed on reserve when faculty so request. Forms for such requests and order cards for suggested purchases may be had on request from the Main Desk. Photo-copy services of library materials are available. The library staff will provide instruction in the use of special library materials for student groups if pre-arrangement is made by the faculty member.

The Communications Center provides a variety of services in contemporary media, all of which may be used by faculty members. Pre-arrangements for use of these materials, however, is a vital necessity because of the lead time necessary in providing equipment, programs and assistance by personnel.

In addition to providing instructions in the operation and maintenance of College media equipment, the Center can: loan media equipment directly for use in library carrels and other special areas, dub audio tapes for use on the dial access system; videotape programs with the College's mobile unit; produce local graphics such as transparencies, slides, filmstrips, and movies (on a selective basis). In the Center itself, the Multimedia Room 160, affords seats for two hundred, rear screen projection of selected materials, and a console that controls the desired instructional equipment.

Communications Center Guidelines and Policies

1. Schedule of Operations

Monday-Friday:	8:30 a.m. - 10 p.m.
Saturday:	8:30 a.m. - 5 p.m.
Sunday	1:00 p.m. - 10 p.m.

During the periods between semesters and special holidays the Communications Center hours are identical with those of the library.

2. The Media Services Desks between the Library and the Communications Center, Ext. 287, are responsible for the loan of all media, software, and hardware, to faculty and students on campus. Special forms are available for special services such as Dial Access, dubbing, graphics, etc.

3. All Media services are supplied on a first-come-first-serve basis. This includes all types of services provided which deal with media materials and equipment. One day advance notice constitutes the minimum reservation allowance.

4. Reservations for rooms and media equipment must be made by the sponsor for any student group. Special reservations for rooms such as the 158/160 Multimedia Room cannot be honored unless the sponsor or instructor is in attendance.

5. Special rooms for media presentations in Liberal Arts, such as 72, 73, and 74, can be reserved through the Chairman of the Education Department. Media equipment required beyond that found in these rooms should be requisitioned from the Media Service Desk, Ext. 287.

6. Recordings, filmstrips, slides, film loops, etc. are loaned to students for use in the Library and Communications Center. Faculty members may borrow and return above media materials on a class-to-class basis Special requests must be made to the Communications Librarian, Ext. 310.

Publications

1. Brochures, programs, periodicals, informational literature published in the name of Marywood College, or any department thereof, should be coordinated through the offices of Public Relations and News and Information. Upon request, the above mentioned offices will plan the lay-out and printing of a publication for the academic department, provided the department supplies the copy.

2. A daily announcement sheet "Today at Marywood" carries items of general interest and is posted in various places on campus. Faculty members may submit announcements in accordance with the regulations published by the Office of News and Information.

Campus Parking

As a convenience to the faculty, limited parking space is available on campus. Identification tags must be obtained upon registration of cars from the Information Desk at Nazareth Hall. Parking is not permitted on campus driveways at any time. New parking regulations may be promulgated from time to time.

College Mail

Mail is distributed from the United States Post Office Station on campus and sent to each building before 11 a.m. Individual post office boxes are provided for the lay faculty in the Marywood Post Office. Since general faculty announcements are distributed through these boxes, faculty members are asked to check their boxes frequently.

Print Shop

Services of the Print Shop are available to faculty members, Monday through Friday, 8:30 a.m., to 4:30 p.m. Respective departments will be charged for any cost involved and an accounting made to the department chairman monthly with the usual budget report. Personal services are the responsibility of the individual faculty member.

Personal Checks

Personal checks may be cashed at the Treasurer's Office. However, funds are not available for cashing salary checks or for personal loans.

Health Service

Faculty members may be served at the Student Infirmary for emergency care. A registered nurse is on duty when classes are in session from 8 a.m. to 11 p.m. on weekdays to serve the faculty. However, there will be a charge for any medicine administered.

Activity Tickets

Full-time faculty members are eligible to receive Activity Coupon Books without charge. Each coupon entitles the owner to two tickets to a particular scheduled performance. In some instances, productions by off-campus groups will allow only one admission ticket per coupon.

Faculty Offices and Lounge

To the extent possible, the College provides each faculty member with a private office for study, consultation and student counseling. A schedule of office hours should be posted on the nearest bulletin board. (Faculty Office Hours - 5:5)

A faculty lounge, located on the first floor of Nazareth Hall, affords faculty members appropriate surroundings for relaxation and quiet. Smoking in campus buildings should be confined to the faculty lounge, indicated areas, and faculty offices. Smoking is not permitted in classrooms or adjoining halls. (Maintenance and Housekeeping - 6:4)

Secretarial Services

Department chairmen and faculty members are provided with full-time secretarial services according to the location of their offices.

For offices located in:	Service is located at:
Fine Arts Bldg.	Reception Desk
Liberal Arts Bldg. & L.R.C.	Chairmen's Reception Desk
Science Bldg., Field House Maria Hall & Ceramics Studio	Reception Desk - Ceramics Studio
Psych- Ed Bldg.	Reception Desk

In addition to full-time secretarial services, student assistants may be available where there is need. (Student Assistants - 6:1)

MEETINGS AND MEMBERSHIPS

Attendance at Professional Meetings

The College encourages attendance at meetings of learned societies in the belief that members of the faculty and the College both derive benefits from such attendance. The following policies have been adopted with reference to attendance:

1. Approval of Meetings: In drawing up the annual estimated budget for a department, the chairman of the department together with the faculty should decide upon the meetings which members should attend during the next school year and estimate the travel expenses involved. Travel should be restricted, however, to points east of St. Louis and Chicago. If approved by the Vice President of the respective areas, the expenses will be submitted as items of the budget to the Financial Affairs Committee of the Board of Trustees.

2. Disposition of Classes and Other Duties: The academic program is not to suffer because of the absence of the members of the faculty at meetings of learned societies. Before leaving for meetings, members are to arrange with the Chairman of the Department for satisfactory substitutes for classes and other duties during absence. Chairmen of departments are to report arrangements to the appropriate Dean.

3. Reimbursement for Expenses: All reasonable expenses for attendance at professional meetings will be reimbursed by the College Treasurer's Office when the proper authorized requisition is presented together with the appropriate Travel Expense Report. (Appendix).

   Funds for this purpose are necessarily limited, hence the most economical mode of travel should be used. Hotel accommodations should be adequate, but not luxurious. Costs of alcoholic beverages are not reimbursable. Receipts are required for hotel, air, rail, and bus tickets, restaurant bills, parking tolls and registration at meetings.

   The College's travel policy applies also to all travel covered by grants and/or other sponsored programs

   When an individual uses his personal car, he may be reimbursed for mileage at the current announced rate.

Ordinarily faculty members expend personal funds and are reimbursed upon return. However, when necessary, one may receive an advance toward travel expenses. In the latter case it is absolutely necessary that settlement of the account be made immediately upon return.

4. Reports on Meetings: On return to the College, faculty members should submit a brief report on the sessions attended and the highlights of key discussions or professional business to the appropriate Dean. They should also report orally to the other members of the department at the next departmental meeting. A joint report will suffice when the professional meeting is attended by more than one person.

Memberships

The cost of individual memberships in professional organizations is normally the responsibility of the individual faculty member. Upon recommendations of the Department Chairman, the Deans of the respective schools will review exceptions to this policy and authorize their payment.

Academic Information

DOCUMENTS AND RECORDS

The following academic documents are published by the College:

1. Bylaws of Marywood College - a primary document stating the legal authority, purposes and organization of the College and describing the composition, powers and duties of the Board of Trustees, the governing body.

2. Faculty Manual - a document addressed to the faculty, setting forth policies which apply to them in the areas of organization, governance, appointment, promotion, tenure, academic freedom, personnel policies, and other information.

3. College Catalog - The undergraduate and graduate catalogs are comprehensive statements of the College giving details on admission and graduation requirements and other information of value to prospective students and their parents. They are two of the College's chief media of communication with the public. Copies of these publications are available to each faculty member and student. Faculty members and students should be thoroughly familiar with and responsible for the section of the catalog dealing with College aims and with academic regulations as well as with the requirements of the various departments.

4. Student Handbook - a document addressed to the undergraduate students, setting forth the Constitution and the Student Government Section of the Community Government Association of Marywood College. It contains also the academic and general regulations of the College which apply to students.

Academic Records - Registrar

The Office of the Registrar has charge of the permanent academic records of all students. Records in the Office of the Registrar may be made available to the faculty for consultation by the Registrar or respective Dean. Records may not be removed from the Registrar's Office.

Class rolls are issued to the Faculty after the two-week withdrawal and admit period. At the end of the quarter a class sheet will be provided on which grades are to be entered, signed by the instructor and submitted to the department chairman, who in turn submits them to the Academic Dean. Students having grades of D or F will be so advised and,

when appropriate, parents notified.

At the end of the semester another class sheet in quadruplicate will be provided on which the final grades are entered. One copy each is sent to the Registrar, the respective Dean, Data Processing, and one is retained by the Instructor for the departmental files. The Office of the Registrar keeps these grades in the permanent record file and sends reports to the parents.

Academic Records -- Instructor

Because of the occasional but important need to recheck student performance and attendance, it is strongly recommended that instructors keep accurate books and retain these records for five years. Sets of other critical examination papers should be retained for at least six months.

ACADEMIC GUIDELINES

Academic Meetings and Functions

The Faculty members are required to be present at the following academic functions of the College:

- the annual opening Mass of the school year
- Commencement exercises
- General faculty meetings
- Departmental faculty meetings
- Vicennial Convocations

In addition, faculty members are encouraged to respond to invitations extended by the College for such occasions as the Faculty Christmas Dinner, concerts, lectures, and functions sponsored by the various departments.

Standards of Instruction

Classes should begin and end on time. Time and place of classes may be changed when there is sufficient reason and when the Chairman of the Department and Academic Dean are informed of the change. If a faculty member cannot meet his classes he should notify the Department Chairman or Dean's Office.

Procedure to be followed by students when a faculty member is late for class:

1. The waiting period for a class when the professor is late should be ten minutes.
2. After this time, a roll is to be signed by each member of the class and submitted to the Academic Dean. This class is then free to leave.
3. The material that was to have been covered in that particular period is to be made available to the students.

Class Attendance

1. For all Sophomore, Junior and Senior students there is no set college-wide policy on the number of absences a student is allowed.

2. Freshmen:

   a. All Freshmen are permitted two absences per credit hour per semester. In non-academic subjects twice as many absences per semester as class hours per week are permitted. Absences taken beyond the number permitted incur failure. Final judgment in a particular case is reserved to the Academic Dean.

   b. Second semester freshmen achieving a quality point index of 3.25 in the previous semester are permitted unlimited absences. Each student will be responsible to produce evidence of her quality point index to the professor and to meet course requirements.

Withdrawal from the College

To withdraw from the College, a student must obtain an official withdrawal form from the Office of the Registrar and complete the information requested thereon.

Absence from class does not constitute due notice of withdrawal. A student who discontinues attendance at classes without an official withdrawal will receive a grade of "F" in all subjects concerned.

Change of Programs

At the beginning of each semester there will be a two week period during which a student may withdraw from courses. During the first week in this period he may likewise be admitted to another course. The procedure is as follows:

1. The student confers with the Department Chairman who, if he authorizes the change, signs a "Change of Program" form.

2. This form is taken by the student to the Registrar's Office where the fee will be paid.

3. The Registrar will issue to the student an "Admit to Class" or a "Withdrawal from Class" card.

4. The student presents the card to the faculty member involved, who in turn will affix it to the class list.

Examinations

The dates for mid-semester and semester examinations are published in the College Calendar. The schedule of examinations and lists of additional proctors for multiple section courses are prepared by the Office of the Assistant Dean. Departmental examinations in multiple section courses are encouraged. Copies of final examinations are to be submitted to the Department Chairman and the respective Dean.

Course Outlines

Department Chairmen are charged with the responsibility of seeing that the faculty prepare a course outline for each course. When the outline of any course has been carefully prepared and approved by the Department Chairman and/or the Dean, it is expected that instructors will follow it unless suitable revisions are necessary. Copies of all course outlines for a particular department are to be retained in the office of the department chairman and respective Deans.

THE GRADING SYSTEM

Undergraduate Grading System

The grading system adopted by the College is as follows:

A	Excellent	4.0 Quality Points per Credit
B+	Outstanding	3.5 Quality Points per Credit
B	Superior	3.0 Quality Points per Credit
C+	Good	2.5 Quality Points per Credit
C	Average	2.0 Quality Points per Credit
D+	Passing	1.5 Quality Points per Credit
D	Passing	1.0 Quality Point per Credit
F	Failure	0 Quality Point per Credit
I	Incomplete*	
X	Absent from Final Exam	
W	Withdrew Officially	
WP	Withdrew Officially with Passing Grade	
WF	Withdrew Officially with Failing Grade	
S	Satisfactory	Not Figured in Q.P.I.
U	Unsatisfactory	

Graduate Grading System

Student course work is graded according to the following scale:

A	Excellent
B+	Superior
B	Good
C+	Fair
C	Passing
F	Failure; no credit allowed**
I	Incomplete

The average grade expected of graduate students is "B". Grades of "S" and "U" may be given to indicate satisfactory and unsatisfactory performance in institutes, seminar or practicum-type courses. No course in which the grade earned is less than "C" is credited toward the degree.

* "I" -- Incomplete work: When course requirements have been satisfied, the teacher will change the "I" to the appropriate grade. This must be done within one month after the opening of the next semester or the grade becomes a permanent "F".

** Failures are not removable except by a repetition of the semester course as a whole.

TEACHER EVALUATION

Since the College is responsible for maintaining high standards of performance in a wide variety of fields, it is essential that its faculty be composed of men and women of high personal and professional qualifications.

Any sustained evaluation will focus on the three faculty functions of teaching, research, and public service.

Teaching

Minimal qualifications for appointment or promotion are character and the ability to teach, emotional maturity and personal security. Some of the elements to be evaluated are experience, knowledge of subject matter, the capacity to organize a course in relationship to a sequence and to an area of knowledge, the ability to evaluate student performance, to formulate assignments, and to construct and administer tests; skill in presentation, interest in students, ability to stimulate youthful minds, capacity for cooperation, and an enthusiastic devotion to teaching. The responsibility of the teacher as a guide and friend properly extends beyond the walls of the classroom into other phases of the life of the student as a member of the College Community. It also involves the duty of initiating and improving educational methods both within and outside his department.

Scholarship and Creativity

All members of the faculties must be persons of scholarly ability and attainments. Their qualifications are to be evaluated on the quality of their published and other creative work, the range and variety of their intellectual interests, their success in training students in scholarly methods, and their participation and leadership in professional associations and in the editing of professional journals. Attainment may be in the realm of scientific investigation, in the realm of constructive contributions, or in the realm of the creative arts.

Service

The scope of the College's activities makes it appropriate for members of the staff to engage in many activities outside of the fields of teaching and research. These may include participation in committee work and other administrative tasks, counseling, clinical duties and special training programs. The College also expects many of its faculty members to render extra-mural services to schools, to industry, to local, state and national agencies and to the public at large.

Faculty contributions in each of these areas must be assessed as objectively as possible. The very nature of these services means that appraisal will be difficult. In order to facilitate the process, and to study the whole record of the faculty member, however, the College through the Faculty Personnel Committee utilizes a variety of means.

A. Self-Evaluation - The best motivation to continued improvement lies in accurate self-appraisal. Instructors are encouraged to utilize the Self-evaluation of Teaching Forms which are available from the department chairman. They may wish to confer with the chairman or a fellow teacher about these evaluations in order to improve areas of deficiency. No instructor is obligated to use the forms provided, but every instructor is strongly urged to examine his own performance.

B. Peer Evaluation - Many expressions, both favorable and unfavorable, about the quality of an instructor's performance are received by administrators in their official capacity. Yet faculty performance cannot readily be assessed by members of the administration; it is more properly evaluated by colleagues, whether department chairmen, other members of the faculty or other professional colleagues who are engaged in similar pursuits. Objective judgments of peers regarding the quality of teaching, research, or public service is, therefore, an important source of evaluative data.

C. Student Evaluation - The College recognizes the value and limitations of student appraisals of faculty. It makes use of objective questionnaires to elicit student judgments on several facets of the characteristics of instruction on the campus as a whole and in regard to individual teachers. These student judgments are considered in evaluating individual instructors when a definite trend is indicated by the evaluations.

The rationals of evaluation procedures is to encourage, stimulate and commend the faculty, to bring about improvement in the quality of performance, to recognize the worth of the individual faculty member, and thus to contribute to the excellence of the whole.

TEACHING SCHEDULES

Hours

Normally, all teaching assignments are made by the Department Chairman. No one may change a schedule without the authorization of the chairman and the respective Dean.

Full-time undergraduate faculty members ordinarily are scheduled for 12 hours of teaching per week.

A faculty member who teaches graduate courses shall have the following considered a maximum full work load in any academic term:

(a) Three (3) graduate courses up to a maximum of nine (9) semester credit hours;

or

(b) Two (2) graduate courses and two (2) undergraduate courses, up to a maximum of twelve (12) semester credit hours;

or

(c) One (1) graduate course and three (3) undergraduate courses, up to a maximum of twelve (12) semester credit hours.

Chairmen of departments receive a reduction of one course in their teaching load.

Faculty Office Hours

Office hours of Departmental Chairmen are available at the Receptionist's Desk.

Other faculty members should post their office hours on the bulletin board nearest the office area. This will give students and assigned advisees the times faculty members will be available. Faculty members should make every effort to meet these times.

Regular hours during which the faculty member will be available to the students of his classes, or to his assigned advisees are part of the ordinary schedule.

All faculty members are expected to engage in counseling either by formal assignments or as a necessary supplement to classroom contacts. Therefore, they should know requirements as stated in the Catalog before

directing students.

Teaching is regarded as incomplete if it is limited to classroom and/or lecture hall.

Outside Work

Full-time faculty members engaging in remunerative employment outside the College must inform the President of the College of this fact by submitting the Approval of Outside Employment Form(Appendix, Part 7). It is understood that such employment must in no way interfere with the faculty member's availability to the College in the performance of his teaching and other duties.

Extra Teaching

a. Overload Teaching:

In exceptional cases, and in order to meet emergency situations, the administration may ask a full-time faculty member to teach a course or courses in excess of the normal schedule. In such cases extra remuneration will be given according to the prevailing salary schedule for part-time faculty.

b. Teaching Graduate Courses:

Since the College conducts the Graduate School of Arts and Sciences, Graduate School of Social Work and the Undergraduate School, interchange of teachers among the schools can be an advantage to both faculty and students. At the invitation of the Chairman of a Graduate Department and with the approval of his Department Chairman and respective Dean, a qualified undergraduate instructor may teach a course or courses in the graduate schools.

c. Teaching Summer School Courses:

Faculty members who are available for summer school teaching should inform the Department Chairman and the respective Dean by submitting the Application for Summer School Teaching Form (Appendix, Part 7).

Faculty on nine-month contracts will be reimbursed according to the prevailing salary scale for part-time teaching.

Fiscal Information

PERSONNEL CLASSIFICATION

A personnel classification system provides for the grouping of individual positions together under class titles and descriptions and is basic to all programs and processes in personnel administration. It also is essential for insuring and documenting equal employment opportunity.

Personnel at Marywood College are divided into three groups:

1. Administration and Faculty (Academic)
2. Managerial, technical, and clerical (Non-Academic)
3. Maintenance and Food Service (Non-Academic)

A Personnel Manual is published for each group.

Administrative Personnel include, not only the executive officers of the College, but also those employed in the capacity of assisting them in the administration of College affairs. (Organization Chart - 2:1).

The Faculty (as defined in the College Bylaws) are instructional personnel engaged in teaching and/or research.

Managerial and Technical Personnel include those in the capacity of managing and/or directing non-academic business departments.

Clerical Personnel are engaged in a wide variety of duties and responsibilities that serve to facilitate the accomplishment of the work of the College administration.

Maintenance, Housekeeping, and Food Service Staffs provide for the smooth functioning of the physical plant and auxiliary enterprises.

All personnel who are entrusted with the supervision of others in their respective departments are obliged to observe employment policies and practices for personnel as set forth in the respective manuals.

Further information regarding this area may be procured from the Director of Personnel Services.

Student Assistants

Student help is utilized in various departments on campus under the College Work-Study Program, sponsored by the Federal Government and supported by the College. Job assignments are made through the Placement Office. Department Chairmen are obliged to supervise the students employed under the program, and report unsatisfactory work to the Placement Office.

THE BUDGET

Educational programs, need for services, and limits of resources, all help to determine the institutional budget - an itemized, authorized, and systematic plan of operation, expressed in dollars, for a given period.

Within the organization of the College, the Board of Trustees has the sole authority to appropriate funds, i.e., to authorize expenditures. The Board exercises this function regularly by its approval of the annual budget recommended by the Budget Committee to the Financial Affairs Committee of the Board.

The budget is an intelligently devised chart of operations for the entire College for each fiscal year (July 1-June 30) and therefore departmental budgets must be subordinated to the over-all College objectives.

Instructional Department Chairmen are required to prepare an annual budget of all necessary items of expenditures for their departments. It is highly desirable that they think and plan in terms of a long-range program, at least three to five years in advance, so that funds appropriated for the use of the department may be utilized to the best possible advantage in furthering the educational aims of the College. The budget should be prepared after consultation with other faculty and/or staff in the department and should reach the Director of the Budget by May 1 of each year. It should include all requirements for the fiscal year commencing on the following July 1.

Since it is assumed that the Department Chairman has done the thorough job which is expected of him in preparing the budget, then additional appropriations during the budget year will be entirely unnecessary, except under the most unusual circumstances. In fact, only such unusual requests for additional appropriations will be considered during the fiscal year. Although the budget, to be useful, must have some flexibility, its elasticity has been purposely limited.

Monthly operating reports of actual departmental expenditures rendered by the Treasurer's Office must be reviewed and studied to ensure that expenditures are kept within the approved budget.

The Director of the Budget is located in the Treasurer's Office.

PURCHASING

An effective organization for purchasing promotes the basic objectives of an educational institution by providing faculty and staff members with necessary supplies, equipment, and services. The purchasing function can be performed more effectively and economically by trained specialists than by those for whom purchasing is not a primary responsibility.

The basic objective of the Purchasing Department is to identify, select, and acquire needed materials and services as economically as possible within accepted standards of quality and service. Although the purchasing process is a joint effort among the using department, the purchasing department, and the vendor, the purchasing department must have the final authority to conduct and conclude negotiations concerning prices and condition of sale.

After the budget has been approved purchases of materials and services may be requisitioned on a special multi-copy form. The following are some helpful directions on the purchasing procedure:

1. Preparation of the Requisition

   a. The Purchase Requisition Form is authorized by the Department Chairman or Director and is submitted to the Purchasing Office. Complete signatures are required for authorization.

   b. A full description and/or specification on each item expedites the purchase of your needs. All prices should be put in the ESTIMATED column.

   c. Current price catalogs are available for reference in the Purchasing Office.

   d. State clearly where goods should be delivered and the date needed.

   e. Needs should be anticipated to give sufficient time for the purchasing procedure to operate and to obtain competitive bids if the order exceeds $100.

2. Requisitions for Emergency Supplies and Service

   The Purchasing Office will be pleased to cooperate with any department in taking care of a genuine emergency. Contact the Purchasing Office for instructions as to procedure when the emergency develops.

The College cannot be obligated except by persons authorized to do so. A purchase by any other individual is a personal obligation of the individual making the purchase.

3. Purchase Orders

   a. The Director of Purchasing causes an official Purchase Order to be issued on each approved requisition for services, supplies and equipment.

   b. A copy of the Purchase Order is returned to the originating department by the Director of Purchasing.

   c. Immediately upon receipt of items ordered the copy of the Purchase Order marked "Receiving Copy" is signed and sent to the Director of Purchasing as evidence that items requested have been received. (If there are partial deliveries, back orders can be authorized on a special form when the order has been completed.)

4. Equipment and Furnishings

   When equipment or items of furniture are requisitioned, the Director of Purchasing first checks the Equipment Inventory. If a suitable item is available it must be used before a new item may be purchased.

5. Please report immediately the following to the Purchasing Office:

   a. Delay in receiving goods ordered.

   b. Special attention requested but not rendered by the vendor.

   c. Claims, shortage, or damages noted upon receipt of materials. Do not return goods until advised by the Director of Purchasing.

   d. Errors noted in copies of purchase orders.

PROCEDURES AND SERVICES

Cash

1. College Receipts

   All cash, checks or other moneys received through departments must be deposited daily in the Treasurer's Office, together with a complete accounting of the funds.

2. College Disbursements

   All requests for the disbursement of funds other than through the purchasing procedure must be made in writing on a standard Check Requisition form, or on a Petty Cash Requisition form if cash is required. To be honored at the Treasurer's Office each request must be authorized by the Department Chairman. A supply of these forms should be kept in the Chairman's Office.

   In requesting checks to pay for magazine renewals, dues, memberships, fees for lectures, and the like, please use Check Requisitions. For requesting a small amount of cash for reimbursement for a cash purchase, please use Petty Cash Requisitions. Receipts for such purchases should be submitted to the Treasurer's Office for audit documentation.

Contracts

Contracts, the financial terms of which will be binding on the College, if accepted, must be referred to the College Treasurer before acceptance and execution. Copies of financial contracts should be on file in the Treasurer's Office.

Gifts

All gifts made to the College should be reported to the Development Office so that the donor may receive a formal expression of appreciation and in order that a record of the contribution may be kept. Any fund raising activity undertaken in the name of Marywood College must be approved by the Development Office.

Textbooks

The chairmen of instructional departments are ultimately responsible

for the ordering of textbooks in their departments. Faculty members are urged to place their orders at the College Bookshop by April 1 for summer school texts, and by June 1 for the academic year. Faculty members should make a serious effort to order books in quantities sufficient to cover class enrollments and to avoid if possible large inventories. When contemplating a change of text or edition, faculty members should inform the Manager of the Bookshop in ample time to reduce any inventory before the new books are ordered.

Book companies do not accept requests for desk copies from bookstores. However, a form for this purpose may be procured at the Bookshop, for the convenience of a faculty member. The form directs the Company to forward the copy to the faculty member directly.

Data Processing

The Data Processing Department does computer programming and serves many administrative and instructional areas of the College. Its administrative service is rendered through the proper office, e.g., Treasurer's, Registrar's, Admissions, etc. Its service to instructional departments should be handled through department chairmen only. Costs are thereby charged to departments served.

Printing and Deuplicating

Duplicating of tests, printing programs, etc., may be done at the College Print Shop. The cost of each job is charged to the department from which it originates unless it is a personal item to be paid for by the individual submitting the work. It is requested that masters be typed correctly for proper duplication. Further information may be obtained at the Print Shop. It is more economical to keep a supply of masters, etc. in the department than to buy them separately at the Print Shop. Price lists are available. Even for ordinary straight copy jobs, a minimum of 24 hours must be allowed; for other complicated work a longer time is needed for completion. A spirit duplicator is available for faculty use.

Selling on Campus

It is the policy of the College that all selling on campus be done through College enterprises. However, each club and organization on Campus is allowed to have one money-raising activity wherein some selling may be permitted. Each such activity must have the approval of the Office of Student Affairs.

Food may be sold in the Food Service areas only.

The College Bookshop possesses the exclusive right to sell all items bearing the College seal or monogram.

Telephones

All College extensions are connected with a PBX switchboard. Students are not permitted to use College extensions except with the expressed permission of the Department Chairman. The Department Chairman is responsible also for long distance calls made from his department extension. Forms for the purpose of recording long distance calls may be procured from the Treasurer's Office. These should be completed for all such calls and returned to the Office for recording on the Bell Telephone Company bill when it is received.

Equipment and Furnishings

All items of equipment and furnishings in College buildings are the property of the College unless there is a written record on file in the Treasurer's Office to the effect that certain specified personal items are owned by others.

The Director of Purchasing is responsible for the maintenance and procurement of equipment and furnishings.

Each item is inventoried and a record kept in the Treasurer's Office. The record lists the number, value, and exact location of each piece of equipment on campus. An accurate record is necessary for insurance purposes. For this reason, no piece of furniture or equipment may be moved, loaned, or disposed of in any way except through the Purchasing Office where a proper form is completed.

Maintenance and Housekeeping

Requests for emergency minor repairs and maintenance may be made directly to the Physical Plant Office at the northeast end of the campus. Major repairs such as painting, renovations, etc., are scheduled annually. Requests of this nature should be made at the same time that budgets are approved in the Spring.

Suggestions and recommendations for preventive maintenance are always helpful, but in no case should anyone other than the Superintendent, hire any outside agent to do maintenance or repair work of any kind.

It is essential that maintenance and housekeeping needs are handled according to the above procedure and that requests are not made directly to maintenance personnel. This policy makes for good order and efficiency.

Each faculty member is urged to develop a personal regard for College buildings and their contents by closing windows at the end of the day or when the weather so indicates, and by taking every precaution to prevent fires. Moreover, observance of the following regulations is requested:

Nails, screws, thumbtacks, or adhesive materials may not be used in or on woodwork, walls, or doors.

Smoking is not permitted in classrooms and adjoining halls.

Painting of faculty offices is on a scheduled basis only. Marks on walls resulting from posters, etc., do not constitute sufficient reason for requesting re-painting outside of schedule.

Electrical appliances may not be used in offices or classrooms.

GRANTS ADMINISTRATION

The following summary is intended as a guide to departments and those personnel who wish to apply for grants and other funds for projects or programs at Marywood College. It is most important for everyone to understand the serious obligation that rests with the Business Affairs Area of the College in accounting for the proper use of the funds and in providing the necessary financial reports to the GRANTOR.

Most of the items noted are listed in the "Department Staff Manual - Grants Administration" published by the Department of Health, Education, and Welfare, Washington, D.C.

1. In preparing the grant proposal, remember that the fiscal administration of the project is costly and is covered usually by the term "indirect costs." The College can negotiate for an indirect cost rate for your particular project (DHEW 1-73). For further information call the Director of Grants Administration.

2. All remuneration for personnel services should be contracted for through the appropriate Dean (for academic personnel) or through the Personnel Office (for non-academic). Directors of Sponsored Programs must operate through established systems for hiring personnel. (see IRS Circular E - Employer's Tax Guide).

3. Remuneration for services over and above regularly contracted salaries should be described in detail and approved as in #2.

4. Disbursements for services or purchases must be for the particular sponsored program and not for any other.

5. Disbursements for "entertainment" should be very carefully supervised. A simple luncheon or dinner meeting may be allowed but usually dinners, parties, etc. are disallowed. Alcoholic beverages are also disallowed.

6. Changes on line items should receive prior approval of the Grantor.

7. A copy of the approved grant proposal together with all pertinent information (e.g., names of personnel) must be filed in the Treasurer's Office before any disbursements can be made.

8. Consultant's fees should be for "outside" consultants only. Fees to College personnel are included in #3.

9. Documentation (written evidence) of each transaction must be on file in the Business Affairs Office.

10. The College's policies for personnel management and for purchasing procedures apply also to transactions under grant programs.

11. The College's Affirmative Action Plan must be observed to assure Equal Employment Opportunity.

12. The policy for travel is detailed on the Travel Expense Report form.

13. Other business procedures (6:1-6:4) should be observed.

14. The proposal should be reviewed by the Director of Grants Administration BEFORE it is submitted to the proper Agency.

15. Salaries earned by Sisters of I.H.M. are contributed to the College by agreement with the Congregation.

Appendix

MARYWOOD COLLEGE
Scranton, Pa.

APPLICATION FOR EMPLOYMENT OF ACADEMIC PERSONNEL

NAME _____ DATE OF BIRTH _____

ADDRESS _____ PLACE OF BIRTH _____

_____ MARITAL STATUS _____

Zip Code _____

TELEPHONE _____ HEALTH: Excellent _____

Good _____

Fair _____

SOCIAL SECURITY NUMBER _____

PREFERRED EMPLOYMENT:

1. _____

2. _____

EDUCATION:

College and Univ.	Major Subject	Degree	Date

Thesis and Dissertation Titles:

Major Professor or Research Advisor:

Courses in Major Field (beyond Bachelor Degree):

IN-SERVICE EXPERIENCES:

Occupation in Industry:

Teaching:

_____ Years: _____ to _____

_____ Years: _____ to _____

_____ Years: _____ to _____

_____ Years: _____ to _____

Academic Rank held at former institution: _____

Research:

PAPERS AND MANUSCRIPTS PUBLISHED:

LANGUAGES: | Fluency reading | Fluency speaking

TRAVEL EXPERIENCE: (Foreign countries visited or lived in)

MEMBERSHIPS:

Professional:

Civic:

OUTSIDE INTERESTS AND HOBBIES:

REFERENCES:

1.

2.

3.

PERSONAL STATEMENT ON REASON FOR WANTING TO TEACH AT MARYWOOD:

APPROXIMATE SALARY EXPECTED:

DO NOT WRITE IN SPACE BELOW

INTERVIEW COMMENTS:

MARYWOOD COLLEGE
Scranton, Pennsylvania
AGREEMENT and APPOINTMENT
for
ADMINISTRATION and FACULTY

TERMS OF THIS AGREEMENT are offered on the_____day of_____, A.D. 19____

to _____

_____

party of the first part by Marywood College, a corporation created and existing by and under the laws of the Commonwealth of Pennsylvania, party of the second part.

The parties witness that, in consideration of the mutual promises and agreements herein contained, the following terms are in effect from_____to_____:

(1) Type of Appointment _____

Title and/or Rank _____

Department(s) _____

Responsibility to _____

Salary $_____ per_____

Fringe Benefits:

Social Security (FICA)	$_____	
Retirement (TIAA-CREF)	_____	
Hosp. Ins. (B.C. - B.S.)	_____	
Gr. Disab. Ins. (TIAA-CREF)	_____	
_____	_____	_____
Total Compensation		$_____

(2) The policies and practices listed in the Faculty Manual are agreed upon by the parties hereto.

(3) Salaries are paid in 12 equal monthly installments less required deductions. Checks may be obtained at the Business Affairs Office on the last class day of each month. Salaries of part-time faculty members are paid at the end of the semester in which course is taught.

(4) Benefits other than Social Security must be applied for by the First Party at the Personnel Office of the College. Failure to apply indicates waiver of the benefit.

(5) Courses for which an insufficient number of students are registered may be cancelled.

(6) This signed Agreement must be returned in sufficient time to process salary for payment.

(7) U.S. Government form W-4 must be on file in Personnel Office.

IN WITNESS WHEREOF, the said parties have hereunto set their hands at Marywood College, in said State, as follows:

_____ *(Signed)*_____
Date Accepted First Party

_____ *(Signed)*_____
Date Executed President

APPLICATION FOR PROMOTION IN ACADEMIC RANK
(to be submitted to Chairman of Department)

NAME _____ DATE _____

DEPARTMENT _____ ACADEMIC RANK PRESENTLY HELD _____

DATE OF FIRST APPOINTMENT TO MARYWOOD COLLEGE _____

DATE OF PROMOTION TO PRESENT RANK _____

I wish to request promotion to the academic rank of _____

In support of this request I submit the attached data.

_____
Signature of Faculty Member

Date of submission of application: No later than December 1.

7-1-75

APPLICATION FOR SUMMER SCHOOL TEACHING
(To be submitted to Chairman of Department)

NAME_____ DATE_____

DEPARTMENT_____

TITLE AND COURSE NUMBER OF PROPOSED COURSE_____

PREFERRED TEACHING TIME:

_____ No Preference

_____ 8:50 a.m. - 10:20 a.m.

_____ 10:30 a.m. - Noon

_____ 1:00 p.m. - 2:30 p.m.

_____ Evenings

_____
Signature of Faculty Member

Date of submission of application: No later than February 10.

7-1-75

APPLICATION FOR TENURE
(to be submitted to Chairman of Department)

NAME_____ DATE_____

DEPARTMENT_____ DATE OF FIRST APPOINTMENT AT MARYWOOD COLLEGE

_____

ACADEMIC RANK PRESENTLY HELD_____ _____

DATE OF PROMOTION TO PRESENT ACADEMIC RANK _____

I wish to apply for tenure on the Marywood College faculty. In support of this request I submit the attached data.

_____
Signature of Faculty Member

Date for submission of application: No later than December 1.

7-1-75

APPROVAL OF OUTSIDE EMPLOYMENT
(To be Submitted to the President)

NAME _____ DATE _____

DEPARTMENT _____

PRESENT TEACHING LOAD AT MARYWOOD COLLEGE: _____ HOURS PER WEEK.

OTHER DUTIES AT MARYWOOD COLLEGE (Committee work, moderator, advisor, etc.)

_____

_____

_____

_____

NAME AND LOCATION OF OUTSIDE EMPLOYER:

_____

_____

NATURE OF OUTSIDE EMPLOYMENT (Teaching, other):

_____

_____

HOURS PER WEEK IN OUTSIDE EMPLOYMENT:

_____

7-1-75

PROCEDURAL RECOMMENDATIONS OF THE AMERICAN ASSOCIATION OF UNIVERSITY PROFESSORS REGARDING DISMISSAL OF FACULTY MEMBERS

1. Preliminary proceedings concerning the fitness of a faculty member. When reason arises to question the fitness of a college or university faculty member who has tenure or whose term of appointment has not expired, the appropriate administrative officers should ordinarily discuss the matter with him in personal conference. The matter may be terminated by mutual consent at this point; but if an adjustment does not result, a standing or ad hoc committee elected by the faculty and charged with the function of rendering confidential advice in such situations should informally inquire into the situation, to effect an adjustment if possible and, if none is effected, to determine whether in its view formal proceedings to consider his dismissal should be instituted. If the committee recommends that such proceedings should be begun, or if the president of the institution, even after considering a recommendation of the committee favorable to the faculty member, expresses his conviction that a proceeding should be undertaken, action should be commenced under the procedures which follow. Except where there is disagreement, a statement with reasonable particularity of the grounds proposed for the dismissal should then be jointly formulated by the president and the faculty committee; if there is disagreement, the president or his representative should formulate the statement.

2. Commencement of formal proceedings. The formal proceedings should be commenced by a communication addressed to the faculty member by the president of the institution, informing the faculty member of the statement formulated, and informing him that, if he so requests, a hearing to determine whether he should be removed from his faculty position on the grounds stated will be conducted by a faculty committee at a specified time and place. In setting the date of the hearing sufficient time should be allowed the faculty member to prepare his defense. The faculty member should be informed, in detail or by reference to published regulations, of the procedural rights that will be accorded to him. The faculty member should state in reply whether he wishes a hearing, and if so, should answer in writing, not less than one week before the date set for the hearing, the statements in the president's letter.

3. Suspension of the faculty member. Suspension of the faculty member during the proceedings involving him is justified only if immediate harm to himself or others is threatened by his continuance. Unless legal considerations forbid, any such suspension should be with pay.

4. Hearing Committee. The committee of faculty members to conduct the hearing and reach a decision should either be an elected standing committee not previously concerned with the case or a committee established as soon as possible after the president's letter to the faculty

member has been sent. The choice of members of the hearing committee should be on the basis of their objectivity and competence and of the regard in which they are held in the academic community. The committee should elect its own chairmen.

5. Committee proceedings. The committee should proceed by considering the statement on grounds for dismissal already formulated, and the faculty member's response written before the time of the hearing. If the faculty member has not requested a hearing, the committee should consider the case on the basis of the obtainable information and decide whether he should be removed; otherwise the hearing should go forward. The committee, in consultation with the president and the faculty member, should exercise its judgment as to whether the hearing should be public or private. If any facts are in dispute, the testimony of witnesses and other evidence concerning the matter set forth in the president's letter to the faculty member should be received.

The president should have the option of attendance during the hearing. He may designate an appropriate representative to assist in developing the case; but the committee should determine the order of proof, should normally conduct the questioning of witnesses, and, if necessary, should secure the presentation of evidence important to the case.

The faculty member should have the option of assistance by counsel, whose functions should be similar to those of the representative chosen by the president. The faculty member should have the additional procedural rights set forth in the 1940 Statement of Principles on Academic Freedom and Tenure, and should have the aid of the committee, when needed, in securing the attendance of witnesses. The faculty member or his counsel and the representative designated by the president should have the rights, within reasonable limits, to question all witnesses orally. The faculty member should have the opportunity to be confronted by all witnesses adverse to him. Where unusual and urgent reasons move the hearing committee to withhold this right, or where the witness cannot appear, the identity of the witness, as well as his statement, should nevertheless be disclosed to the faculty member. Subject to these safeguards, statements may when necessary be taken outside the hearing and reported to it. All of the evidence should be duly recorded. Unless special circumstances warrant, it should not be necessary to follow formal rules of court procedure.

6. Consideration by hearing committee. The Committee should reach its decision in conference, on the basis of the hearing. Before doing so, it should give opportunity to the faculty member or his counsel and the representative designated by the president to argue orally before it. If written briefs would be helpful, the committee may request them. The committee may proceed to decision promptly, without having the record of the hearing transcribed, where it feels that a just decision can be reached by this means; or it may await the availability of a transcript

of the hearing if its decision would be aided thereby. It should make explicit findings with respect to each of the grounds of removal presented, and a reasoned opinion may be desirable. Publicity concerning the committee's decision may properly be withheld until consideration has been given to the case by the governing body of the institution. The president and the faculty member should be notified of the decision in writing and should be given a copy of the record of the hearing. Any release to the public should be made through the president's office.

7. Consideration by governing body. The president should transmit to the governing body the full report of the hearing committee, stating its action. On the assumption that the governing board has accepted the principle of the faculty hearing committee, acceptance of the committee's decision would normally be expected. If the governing body chooses to review the case, its review should be based on the record of the previous hearing, accompanied by opportunity for argument, oral or written or both, by the principals at the hearing or their representatives. The decision of the hearing committee should be sustained or the proceeding be returned to the committee with objections specified. In such a case, the committee should reconsider, taking account of the stated objections and receiving new evidence if necessary. It should frame its decision and communicate it in the same manner as before. Only after study of the committee's reconsideration should the governing body make a final decision overruling the committee.

8. Publicity. Except for such simple announcements as may be required, covering the time of the hearing and similar matters, public statements about the case by either the faculty member or administrative officers should be avoided so far as possible until the proceedings have been completed. Announcement of the final decision should include a statement of hearing committee's original action, if this has not previously been made known.

Faculty members not on tenure.

Dismissal or other adverse action prior to the expiration of a term appointment requires the same procedures as does the dismissal of a faculty member with tenure; but no opportunity for a hearing is normally required in connection with failure to reappoint.